

# **HUMAN RESOURCES**

## **JOB EVALUATION PROCEDURE**

APRIL 2009



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## **INTRODUCTION**

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The job evaluation procedure ensures that Directorates manage the administration of the process of the Job Evaluation and Appeals stages. The procedure:

1. Delegates job evaluation to Directorates. It excludes Directorate Human Resources posts which are evaluated by Corporate Human Resources.
2. Enables union involvement to continue at grade assessment and appeal level.

This document supersedes all previously agreed Job Evaluation Procedural Agreements for the administration of the Greater London Whitley Council Job Evaluation Scheme within the London Borough of Tower Hamlets.

The job evaluation procedure is as follows: (see also Flow Chart).

### **❖ STAGE ONE – EVALUATION**

Joint Grade Assessment/Evaluation undertaken by one trained Directorate Human Resources Officer and one trained Trade Union Representative.

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Where agreement is reached between Management and the Trade Union, the evaluation will be ratified by another trained Human Resources Officer, (who would be from that Directorate) for quality assurance. The ratifying officer should not be junior to the assessment/evaluation officer.

### **❖ STAGE TWO – FAILURE TO AGREE**

If there is failure to agree at Stage One, grade assessment papers are submitted to Stage Two – Failure to Agree, whereby a Senior Human Resources Officer from another directorate will review the evaluation. If the individual is unhappy with the outcome then they can submit an appeal.

### **❖ STAGE THREE – JOB EVALUATION APPEAL**

The Directorate Human Resources Sections will be responsible for the administration and co-ordination of the Job Evaluation Appeal Process.

## **1. STAGE 1 – GRADE ASSESSMENT**

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- 1.1 The initiating Directorate Human Resources Section will ensure that they have all of the documents listed below before commencing the grade assessment/evaluation.

- i. The job description(s) signed off OR documentary evidence that it has been through the consultative process.
  - ii. The existing and proposed organisational structure charts.
  - iii. Any additional information that may be relevant to the evaluation process.
- 1.2 Where possible families of job descriptions with structures will be submitted simultaneously for evaluation.
- 1.3 The role of the grade assessment panel is to evaluate the job description(s) in accordance with the GLWC job evaluation scheme, awarding the most appropriate factor level as defined under the scheme. If the panel thinks that it is warranted, additional information or clarification will be sought from the nominated manager. All questions with replies will be recorded on the back of the Grade Assessment/Evaluation Form, and used as part of the evaluation. (Appendix 1 and 1A)
- 1.4 Where there are inconsistencies in the job description and or the organisational structure chart that cannot be resolved by the nominated manager, the job description will not be grade assessed/evaluated. The job description will be referred back to the originator for clarification.

## **2. STAGE 2 – FAILURE TO AGREE**

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- 2.1 Once the ratification is completed, the Human Resources Section will notify Management and the individual of the effective grade within five working days.
- Note: Any queries arising out of the evaluation including the result of the evaluation should be addressed to the Directorate Human Resources Section.
- 2.2 To maintain the integrity of the job evaluation scheme and procedure(s) all Directorate Human Resources managers are advised that no changes should be made to the grade of a post unless it has been through the formal evaluation process. The only exceptions to this are where the individuals are progressed under the provisions of the career or linked grade, or where the posts are graded under Provincial or National provisions.
- 2.3 Should there be a failure to agree, a senior Human Resources Officer from another directorate will review the evaluation.
- 2.4 If the individual is unhappy with the outcome, they should submit an appeal.

### **3. STAGE 3 – APPEALS**

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- 3.1 The Directorate Human Resources Sections will be responsible for the administration and coordination of the Job Evaluation Appeal Process. The Appeal Hearing date should normally be arranged within 15 working days from receipt of the appeal papers, subject to the availability of the appropriate appeal panel members.
- 3.2 The appeal should be based on the most recent evaluation of the job description. A referral to the evaluation Appeals panel must state which factor level(s) are being claimed with written justification for the challenge/claims.
- 3.3 The postholder or his/her representative, will complete the evaluation appeal form (attached as Appendix 2) and the case statement (Appendix 2A) supporting the appeal and must be with the Directorate Human Resources Manager within four weeks of the date of the grade notification letter.
- 3.4 Prior to arranging an appeal hearing the Directorate Human Resources Section should have the following documentation:
- the job description
  - the organisational structure chart
  - grade assessment/evaluation sheet
  - the completed appeal form
  - the appellant's case statement(s)
  - the line Manager's response
- 3.5 The appeals panel should be given a copy of the result sheet (Appendix 3) with the name of the panel members, designation, factors levels claimed, panel decision and date of panel.
- 3.6 The case statement(s) will list the factor level(s) contested together with a brief summary of the factor level(s) they consider most appropriate and the reason(s) why they feel that the awarded factor levels are incorrect.
- 3.7 The grade established at appeal would become the correct grade for that job description, and therefore applies to all those working to that job description whether all the employees have been directly involved in the appeal or not.
- 3.8 **The Appeal Panel**
- The appeals panel will consist of one Senior Human Resources Officer and one Trade Union Representative.
- 3.9 The Senior Human Resources Officer will be graded PO3 and above and from an independent Directorate. The Trade Union panel members will be drawn from a pool of senior trade union members who have been trained in using the appropriate Job Evaluation Scheme.

- 3.10 The Directorate Human Resources team will contact the union branch office and request the name(s) of trade union representatives who are eligible to sit on an appeals panel.
- 3.11 Nominated trained and experienced evaluators wishing to be job evaluation appeal panel members will be required to observe the job evaluation appeals process for a minimum of two panels, before they are approved as a Job Evaluation Appeals Panel Members.

3.12 **Process**

In addition to the panel members, there will also be in attendance the officers listed below:

- i. The appellant and/or his/her representative who will address any points raised from the management perspective.
- ii. The relevant Manager (who can be accompanied by a Human Resources Officer from the relevant directorate) to answer any queries raised by the Panel.

The panel will hear the case put forward by the appellant or his/her representative in challenging the specific factor levels. The panel will then ask any questions it deems necessary for clarification.

- 3.13 The panel will announce its decision at the end of the hearing, followed up by written confirmation within 5 working days.
- 3.14 The Appeals Panel decision is final. At this stage if there is failure to agree the original evaluation will stand.

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**4. MONITORING**

- 4.1 Details of all new or revised job descriptions must be entered on the monitoring form in the agreed format. (See appendix 4 and 4A)
- 4.2 The job description(s), organisational structure chart and job evaluation papers must be available to Corporate Human Resources and the trade unions for management monitoring statistics.
- 4.3 To ensure that job evaluations are carried out consistently, Corporate Human Resources will routinely audit a sample of evaluations from each Directorate.

## **AN INDIVIDUAL RIGHT TO REVIEW (IRR)**

### **1. INTRODUCTION**

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- 1.1 An IRR is an individual's right of a job description review. When a postholder feels that the duties of their substantive post has increased or changed, and they are undertaking additional duties and responsibilities outside the remit of their existing evaluated job description they can request an IRR.
- 1.2 An employee must have been working to the new job description for at least 6 months before submitting an IRR.
- 1.3 This process allows for the individual to firstly apply to their line manager and then to another arbitrating body within the organisation.
- 1.4 It is in the interest of all parties to ensure that these matters are dealt with expeditiously and that staff are kept informed of the process.

### **2. CRITERIA**

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- 2.1 Within the IRR procedure management cannot reject an IRR application on the grounds that it would or would not affect the grade of the post or for financial implications.
- 2.2 The function of the IRR hearing is to establish whether there has been an increase in the duties and responsibilities in the current job description.
- 2.3 In some cases certain duties and responsibilities of the post are not conducive to detailed definition and can vary without changing the general characteristics of the post. Such variation does not justify an IRR.
- 2.4 Should the manager decide that they wish the individual concerned to work to the formally agreed job description, it would render the IRR invalid.
- 2.5 However, should the manager agree that the individual is undertaking additional duties and or responsibilities, and wishes them to continue doing so on a permanent basis, the IRR will be established and the changes will be consolidated in the job description.
- 2.6 The individual must demonstrate that these additional duties and responsibilities are performed regularly and consistently. One off projects, ad hoc intermittent duties which forms no patterns or elements of regularity will not be considered.

### **3. PROCESS**

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- 3.1 When the individual is of the opinion that his/her duties and responsibilities (as detailed in the current job description) have changed they may request that their line manager review their job description. The postholder will complete Stage 1 of the IRR form, and then discuss it with their line manager. The line manager will complete the relevant section of the form. (See Appendix 5)
- 3.2 Once the line manager has completed Stage 1 of the IRR form with the postholder, the decision must be authorised by the appropriate Service Head. This will complete Stage 1 of the IRR process.
- 3.3 Should the Service Head agree at Stage 1 all additional duties are valid, job descriptions should be rewritten to incorporate the new duties and the Job Evaluation Procedure followed. The Service Head must agree the content of the revised job description.
- 3.4 However, should the Service Head reject all or part of the claim, the postholder or their representative can appeal to the Directorate's Chief Officer.

### **4. APPEAL**

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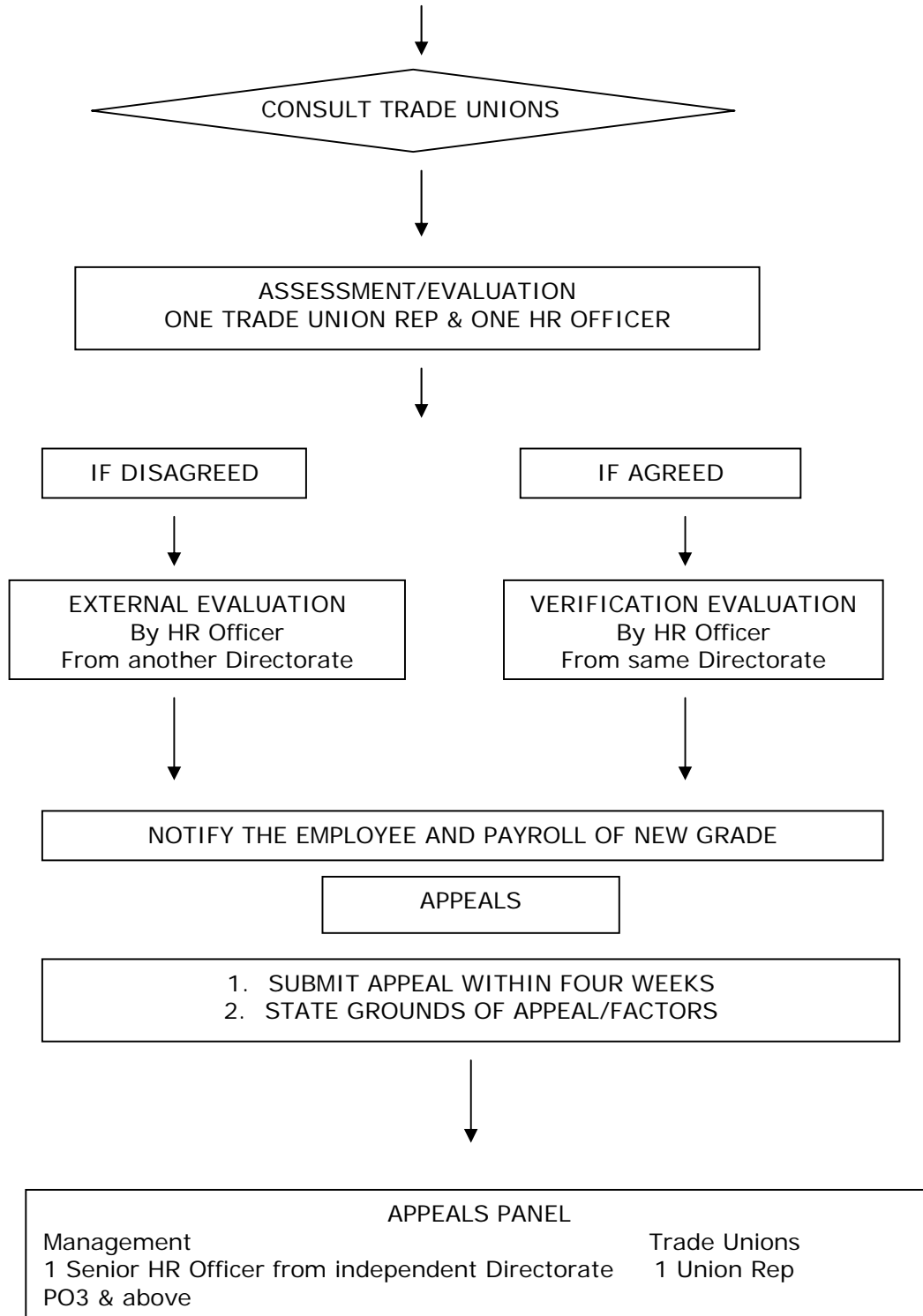
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- 4.1 To progress on to the second stage, the individual must complete the IRR second stage form (See Appendix 5A) and submit it to their Chief Officer. A hearing should be convened within four weeks giving the individual an opportunity to present their case. The individual will have the right to Trade Union representation at this meeting.  
  
(In the event of a restructuring which may affect the above timescales, a flexible approach will be adopted).
- 4.2 The line manager responsible for the post will outline the reasons for not supporting the application at the first stage of the procedure.
- 4.3 The Chief Officer (or nominated representative) and the Trade Union representative will question both parties, hear their summing up, and decide whether or not to allow the application, written confirmation will be issued with reasons for the decision.



## JOB EVALUATION FLOW CHART

**MANAGER DRAFTS JOB DESCRIPTION IN CONJUNCTION WITH  
HUMAN RESOURCES**



### GRADE ASSESSMENT FORM (App.1)

<b>JOB TITLE</b>						
<b>DIRECTORATE</b>						
<b>SECTION</b>						
<b>ASSESSOR/EVALUATORS</b>	<b>HR</b>		<b>TRADE UNIONS</b>			
<b>VERIFYING OFFICER</b>						
<b>FACTORS</b>	<b>LEVEL</b>	<b>POINTS</b>		<b>LEVEL</b>	<b>POINTS</b>	
<b>SUPERVISION/ MANAGEMENT OF PEOPLE</b>						
<b>CREATIVITY &amp; INNOVATON</b>						
<b>CONTACTS &amp; RELATONSHIPS</b>						
<b>DECISIONS</b>						
<b>DISCRETION</b>						
<b>CONSEQUENCES</b>						
<b>RESOURCES</b>						
<b>WORK ENVIRONMENT</b>						
<b>WORK DEMANDS</b>						
<b>PHYSICAL DEMANDS</b>						
<b>WORKING CONDITIONS</b>						
<b>WORK CONTEXT</b>						
<b>KNOWLEDGE &amp; SKILLS</b>						
<b>TOTAL POINTS</b>						
<b>GRADE</b>						

<b>PANEL MEMBERS' SIGNATURES:</b>	
<b>DATE:</b>	
<b>VERIFYING OFFICER:</b>	
<b>DATE:</b>	

### JOB EVALUATION SCORE SHEET (App 1A)

<b>JOB TITLE</b>	
<b>CURRENT GRADE</b> (If Appropriate)	
<b>DIRECTORATE</b>	
<b>SECTION</b>	
<b>EVALUATORS</b>	HR
	HR

					PANEL	
FACTORS	LEVEL	POINTS	LEVEL	POINTS	LEVEL	POINTS
SUPERVISION/ MANAGEMENT OF PEOPLE						
CREATIVITY & INNOVATON						
CONTACTS & RELATONSHIPS						
DECISIONS						
DISCRETION						
CONSEQUENCES						
RESOURCES						
WORK ENVIRONMENT						
WORK DEMANDS						
PHYSICAL DEMANDS						
WORKING CONDITIONS						
WORK CONTEXT						
KNOWLEDGE & SKILLS						
TOTAL POINTS						
GLPC New Scheme						
Anchor Point						
GRADE						

<b>PANEL MEMBERS'</b>	
<b>SIGNATURES:</b>	
<b>DATE:</b>	

## JOB EVALUATION APPEAL APPLICATION FORM (App.2)

DIRECTORATE: \_\_\_\_\_

NAME OF APPLICANT (if individual case): \_\_\_\_\_

DESIGNATION: \_\_\_\_\_

LOCATION: \_\_\_\_\_

\_\_\_\_\_ TEL NO: \_\_\_\_\_

EVALUATION NOTIFICATION DATE: \_\_\_\_\_

	LEVELS AWARDED		LEVELS CLAIMED	
	FACTOR LEVEL	POINTS	FACTOR LEVEL	POINTS
SUPERVISION/MAN- AGEMENT OF PEOPLE				
CREATIVITY & INNOVATION				
CONTACTS & RELATIONSHIPS				
(Decisions) 1) DISCRETION				
2) CONSEQUENCES				
RESOURCES				
(Work Environment) 1) WORK DEMANDS				
2) PHYSICAL DEMANDS				
3) WORKING CONDITIONS				
4) WORK CONTEXT				
KNOWLEDGE & SKILLS				
<b>TOTAL</b>	<b>GRADE</b>		<b>GRADE</b>	

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SIGNATURE (applicant) \_\_\_\_\_

- Please attach
- (i) Case statement - complete a separate sheet for each factor disputed
  - (ii) Job description on which evaluation is based
  - (iii) Evaluation sheet challenge
  - (iv) Structure chart for the section (please indicate post in question)

**JOB EVALUATION APPEAL CASE STATEMENT FORM (App.2A)**

**APPLICANT'S NAME:**\_\_\_\_\_

**DESIGNATION:** \_\_\_\_\_

**DIRECTORATE:**\_\_\_\_\_

**SECTION:** \_\_\_\_\_

**FACTOR DISPUTED:**\_\_\_\_\_

**LEVEL CLAIMED:** \_\_\_\_\_

**STATEMENT:**

This image shows a single page of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page, leaving small margins at the top and bottom. There are no vertical margin lines, text, or other markings on the page.

**APPLICANT'S SIGNATURE:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

## MANAGER'S RESPONSE TO STATEMENT FORM (App.2A)

MANAGER'S NAME:\_\_\_\_\_

DESIGNATION: \_\_\_\_\_

**DIRECTORATE:** \_\_\_\_\_

**SECTION:** \_\_\_\_\_

**MANAGER'S COMMENTS:**This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

**MANAGER'S SIGNATURE:**\_\_\_\_\_

**DATE:** \_\_\_\_\_

# GLWC JOB EVALUATION APPEALS PANEL LOCAL GOVT STAFF (App.3)

<b>JOB TITLE</b>		
<b>DIRECTORATE</b>		
<b>SECTION</b>		
<b>EVALUATORS</b>	<b>MANAGEMENT</b>	<b>TRADE UNION</b>

FACTOR	FORMAL EVALUATION		FACTOR LEVELS CLAIMED		APPEAL PANEL DECISION	
	LEVEL	POINTS	LEVEL	POINTS	LEVEL	POINTS
<b>SUPERVISION/ MANAGEMENT OF PEOPLE</b>						
<b>CREATIVITY &amp; INNOVATION</b>						
<b>CONTACTS &amp; RELATIONSHIPS</b>						
<b>DECISIONS DISCRETION</b>						
<b>CONSEQUENCES</b>						
<b>RESOURCES</b>						
<b>WORK ENVIRONMENT WORK DEMANDS</b>						
<b>PHYSICAL DEMANDS</b>						
<b>WORKING CONDITIONS</b>						
<b>WORK CONTEXT</b>						
<b>KNOWLEDGE &amp; SKILLS</b>						
<b>TOTAL POINTS</b>						
<b>GRADE</b>						

APPL REP: \_\_\_\_\_ MGT REP: \_\_\_\_\_

\_\_\_\_\_ UNION REP: \_\_\_\_\_

HR OFFICER \_\_\_\_\_ UNION: \_\_\_\_\_

DATE: \_\_\_\_\_

**COMMENTS FROM THE APPEALS PANEL (App.3)**

**SUPERVISION/MANAGEMENT OF PEOPLE:**

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**CREATIVITY & INNOVATION:**

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**CONTACTS & RELATIONSHIPS:**

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**DECISIONS:**

Discretion:

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Consequences:

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**RESOURCES:**

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**WORK ENVIRONMENT:**

Work Demands:

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Physical Demands:

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Working conditions:

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Work Context:

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**KNOWLEDGE & SKILLS:**

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## LOCAL JOB EVALUATION QUARTERLY MONITORING SYSTEM (App.4)

DIRECTORATE: ..... QUARTER: ..... YEAR: .....

DESIGNATION & CURRENT GRADE (If Appropriate)	ETHNICITY	GENDER M/F	DISABILITIES	DATE JD AGREED	ASSESSMENT/EVALUATION					RATIFYING OFFICER (NOT A JNR)	DATE SENT	EXTERNAL EVALUATION			DATE RTND
					DATE	GRADE	TOTAL POINTS	ASSESSORS/EVALUATORS				(ANOTHER DIR)	GRADE		
								HR	TU						

Completed By:

Date:

## JOB EVALUATION APPEAL MONITORING FORM (App.4A)

**DIRECTORATE:** .....

DESIGNATION & Current Grade	ETHNICITY	GENDER M/F	DISABILITIES	DATE OF JE NOTIFICATION LETTER	DATE JE APPEAL REGISTERED	FACTORS APPEALED	FACTOR LEVEL CLAIMED	POINTS	APPEAL HEARING DATE	APPEALS PANEL	PANEL DECISION	NEW TOTAL POINTS	REVISED GRADE

**COMPLETED BY:**

**DATE:**

**Application for Individual Right of Review**  
**Stage 1 Informal** (App.5)

**Page 1 - Initial Claim (This form to be completed at time of interview)**

Directorate: .....

Name of Officer: .....

Location: .....

..... Tel No: .....

Present Position: .....

Present Grade: ..... Date of Present Appointment: .....

**DETAILS OF DUTIES AND RESPONSIBILITIES NOT INCLUDED IN CURRENT JOB DESCRIPTION**

	Line Manager's comments*			
	1	2	3	4

\*Assessment key

**1.** No variation needed to job description

**2.** Acknowledge as new duty but manager wishes it not to continue

**3.** One off project

**4.** Acknowledged as new duty and listed overleaf

Date of Application\*\* ..... Signature of Line Manager: .....

\*\*Acknowledged as applicable date of IRR

Position: .....

Service Head's Decision:

To approve all the duties listed

π

To reject all the duties listed

π

To approve some of the duties listed

π

Signature of Service Head: .....

Signature of Applicant: .....

**Application for Individual Right of Review**  
**Stage 2 (App.5A)**

**(Stage 1 application attached)**

Directorate: .....

Name of Officer: .....

Location: .....

..... Tel No: .....

Present Position: .....

Present Grade: ..... Date of Present Appointment: .....

**Details of duties and responsibilities not included in current job description**

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Date of Application: ..... Signature of Applicant: .....

Date Acknowledgement Issued: ..... Issuing Officer: .....

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**Individual Right of Review**

Name of Applicant: .....

Regarding your application for an Individual Right of Review,  
the applicable date is acknowledged as: .....

Signature of Issuing Officer: .....

Position: .....