

## JOB EVALUATION PROCESS

### 1 Scope

1.1 This Job Evaluation process will apply to all posts, except: -

- Building and Craft workers (should any be employed)
- Posts on Chief Officer conditions of service
- NJC for Youth and Community Workers

These are covered by separate processes.

### 2 Operating Principles

2.1 The Council will:-

- Use the Greater London Provincial Council (GLPC) Job Evaluation Scheme to evaluate all Council jobs up to and including posts at PO15
- Require evaluators to be trained in accordance with the GLPC training programme before conducting a job evaluation
- Provide and keep up-to-date a set of job evaluation conventions that detail the Council's interpretation of GLPC factor levels
- Monitor job evaluation outcomes to ensure the fair and consistent application of the scheme

### 3 The Job Description

3.1 Managers will write job descriptions that accurately reflect the duties of a post. Job descriptions will be submitted to HR&OD for evaluation.

3.2 Managers submitting a job description for evaluation are encouraged to provide the following information to HR&OD to aid accurate and timely evaluation:-

- An Additional Information Questionnaire (see Appendix 1) completed in consultation with the employee
- Structure chart(s) showing where the post fits within the structure
- Any job descriptions of a similar nature
- Any other information believed relevant to the evaluation

3.3 It is inevitable that jobs will change over time. A manager may amend a job description at any time and submit it for re-evaluation. An employee may make a written request to their manager for an amendment to their job description, and a new evaluation, where:-

- The duties of the job have changed; and

- It is more than 6 months since the last evaluation of the post and more than 6 months since the employee was appointed to the post

Managers requested by an employee to amend a job description will decide whether an amendment is required within one month of receiving the request and submit the revised job description for evaluation where appropriate. Managers may require employees to provide justification for the request. If the amendments are not required, the employee should be advised to work to their existing job description.

**NB:** Duties exceeding the requirements of the job that have been agreed for the personal development of the employee will not give rise to an amended job description or new job evaluation.

## **4 Job Evaluation**

- 4.1 A panel of at least two members of HR&OD trained in the GLPC job evaluation scheme will carry out an evaluation of the job description within 20 working days of receipt of the evaluation request. Wherever possible, panel members should be selected to reflect the Council's diverse workforce.
- 4.2 Before the panel members agree the evaluation, they will separately and independently evaluate the job description in accordance with the GLPC scheme and the Council's job evaluation conventions and note the factor levels awarded for each factor.
- 4.3 Evaluators will clarify any points about the job description with the manager and/or post-holder, as necessary, and make a note of any additional information relied on when awarding factor levels.
- 4.4 HR&OD will log and monitor evaluation scores and establish a process to moderate or review any evaluations which appear incorrect or a result of the misapplication of the scheme and Council conventions.

## **5 Appeals**

- 5.1 Post-holders have the right of appeal against the evaluation. Appeals must be submitted in writing to the relevant Head of Directorate HR within 20 working days of the post-holder being notified of the outcome of the evaluation.
- 5.2 No appeal may be made against an evaluation of a new and unoccupied post.
- 5.3 The grounds of appeal may not include references to personalities or performance/ability.
- 5.4 The written appeal will be considered by a panel consisting of:-
  - one representative of the AD HR&OD; and
  - one Corporate Trades Union Representative

who have not previously been involved in the evaluation and who have no vested interests in the outcome (e.g. work in the service area where jobs are located). The appeal panel will obtain information and evidence as necessary before considering the employee's appeal.

- 5.5 The appeal panel will focus on the factor score(s) challenged by the employee. However this does not mean that the challenged factor(s) are the only points that the panel should consider. The panel may need to consider the challenged factor(s) within the context of other awarded factor levels in order to assure that the responsibilities and scope of the job being evaluated have not been 'double-counted'.
- 5.6 Both members of the panel must agree that the original evaluation was incorrect for the appeal to succeed. If the panel does not agree, the original evaluation will stand. The decision of the panel is final and there is no further right of appeal.
- 5.7 The grade established will apply to all post-holders working to that job description (whether the post-holders have been directly involved in the appeal or not) and will be applied from the date of the appeal submission.

## **6 Implementation**

- 6.1 The effective date of the revised JD is the date on which an employee or manager submitted the request for re-evaluation.
- In the case of a major reorganisation/review, a single implementation date may be determined (e.g. by agreement with the Trade Unions; or to coincide with the happening of an event, such as funding becoming available; etc)
  - The employee should not undertake higher level duties until the appropriate salary is paid
  - An honorarium payment may be considered where the employees has (at the request of their manager) been undertaking higher grades duties prior to the implementation date
- 6.2 Where an evaluation raises the grade of an occupied post, the post-holder will be paid in accordance with the National Agreement provisions relating to promotion to a higher grade.
- 6.3 Where the revised grade is lower, the employee's salary will be protected at the higher grade for a period of 6 months.

## **7 Using External Evaluators**

- 7.1 External evaluators may be used where necessary. A Council evaluator will ratify external evaluations.

### **Job Evaluation**

#### **Additional Information Questionnaire**

The purpose of this questionnaire is to provide information in addition to the job description to assist with the evaluation of the post. The information should relate to the post not the postholder. Please attach an up-to-date organisational structure chart.

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**Job Title:**

**Department:**

#### **Supervision & Management of people**

1. Does the post supervise or manage other employees? If so how many? Is this supervision shared with anyone else?

Directly supervises:

Shared supervision:

Supervise as a deputy for:

2. If the post supervises or manages other employees, explain the nature of this responsibility in relation to: Allocation of work, instruction, directing, and organisation of work:

3. Does the post check work?

4. Does the post arrange or co-ordinate training?

5. Does the post conduct Supervisions and Appraisals?

6. Does the post conduct Disciplinary and grievance investigations or hear cases?

7. Does the post implement Council procedures e.g.: health & safety, welfare, sickness management?
8. Does the post have any deputising responsibility? If so, what is it and how often does it occur?
9. Does the post lead any project teams? If so which ones and how long for?
10. Does the post have any responsibility for contract or agency workers?  
If so explain how and state how many including whether they are full time or part time?
11. Are the employees the post supervises/manages in more than one location or mobile? If they are, describe how [e.g. separate departments or area offices]

## **Creativity & Innovation**

The extent to which the work requires innovation and imaginative responses to issues and in resolving problems:

1. Give examples of the creativity and innovation required. For example: design, specifications and tendering, counselling and caring, application of IT, policy development, interpersonal skills, written or spoken word.
2. Give examples of the post's requirement for daily/weekly responses to problems:
3. To what extent is the job/work determined or assisted by guidelines, procedures and systems? Indicate how:
4. Give instances of where the post has to find a solution or a new response to issues. e.g. Caring, advocacy, counselling:

## Contacts & Relationship

The degree of personal contact and the nature of relationships with others required to carry out the job:

1. Describe contacts and relationships within the section or department, with other departments, the public, external groups and organisations, their purpose and frequency:

Who – Client, Organisation, etc	Why – Reason to Contact	Frequency – day, week, month, quarter

2. Does the post represent or negotiate on behalf of the council? Please identify the circumstances. How often does this occur?

## Decisions - Discretion

The requirement to make decisions or recommendations:

1. Give examples of the most important decision(s) the postholder would make. Distinguish between decisions (for which the postholder has authority) and recommendations (made to others). Define the extent of the effects of the decisions on the Department/Section, Clients, other Departments, Service provision, whole authority, corporate policy.

Post decides on:	Post recommends to Others:	The decision affects:

2. On what type of issues would the postholder go to their manager for advice?
3. What policies, procedures, working standards or other guidelines/rules affect decision required by the post?
4. Are there financial or operational limits?
5. Describe how advice is available from the manager or other sources e.g. rules, guidelines, manuals. For example, is advice available all the time, daily, weekly etc?
6. Is the manager at another location? If so where (in relation to the postholder)?

## **Consequences**

1. What are the consequences of decisions and recommendations made for clients, the public, other staff or the service?
2. What are the implications if the postholder gets something wrong?
3. How quickly would any error be rectified and how? Who would the postholder inform?

## **Resources**

The personal and identifiable accountability for physical and financial resources including those of clients:

1. What physical resources is the post personally responsible for e.g. tools, equipment, vehicle, plant, client's property? Is this responsibility continuous or shared with others?

2. What financial resources is the post personally responsible for? e.g. cash, cheques. Please indicate the value? Is this responsibility continuous or shared with others? How often does the postholder handle the resources: daily, weekly, monthly, quarterly, annually?

## **Work Environment**

The environment within which the work is carried out:

## **Work Demands**

1. How is the post's work planned?
2. Is the work plan subject to change or interruption? If yes give details
3. What causes this interruption?
4. Is work subject to deadlines? If yes give examples and frequency.

## **Physical Demands**

1. What kind of physical effort is involved in the job? e.g. standing, walking, lifting, cleaning, keyboarding etc. Give examples and state the hours per day spent on each activity.

## **Working conditions**

1. Describe the working conditions e.g. office, depot, clients house, workshop. Outside. Is the exposed to weather, noise, dirt, driving etc?



## **Work context**

1. Is there any potential risk to personal safety, illness, health? Give examples stating who or what poses the potential risk. Please note the frequency.
2. If the postholder works with the public or clients, can they call upon immediate support from other members of staff?
3. How would this support be obtained?

## **Knowledge and Skills**

1. What type of specific knowledge and skill is required by the postholder? e.g. caring, communication skills, academic qualifications, dexterity, linguistic, literacy, numeracy, supervisory skills, technical.
2. Which of the above list are the most important?
3. Describe the type of experience required for the post. [e.g. domestic/non-work environment/voluntary work/academic work/other

## **Further observations**

Are there any other points you wish to make which you consider [delete both] have not been adequately covered in this questionnaire and would help to put the job in context?

<b>Signature of Postholder:</b>
<b>Signature of Line Manager:</b>
<b>Date:</b>