

Job evaluation

What is job evaluation and why are we doing it?

Job evaluation is a systematic process for establishing the relative value of jobs based on consistent judgements. It measures a job's content against each of the criteria within the scheme used.

It enables us to:

- establish a rank order of jobs;
- incorporate the principles of equal pay for the work of equal value;
- define job relationships;
- provide an understanding of jobs and the organisation;
- give a solid foundation for a pay structure.

We haven't evaluated all jobs as we have taken a Job Family approach where jobs have been grouped into families and unique and representative jobs within those families have been evaluated. These representative jobs appear in either one department or across several departments. Evaluated jobs are known as "benchmarks". We have evaluated approx 1400 benchmarks.

We have used the Hay Job Evaluation scheme to evaluate jobs in the Council. Details of the Hay scheme can be found on the website.

What information has been used to evaluate jobs?

Information about jobs has been gathered through completion of Job Description Questionnaires (JDQs) primarily.

For jobs up to S02

Information was gathered about jobs from job holders using the NJC scheme format. JDQs were prepared by a team of Job Analysts following interviews with job holders and their line, or a representative, manager.

For jobs at Principal Officer and above

Information was gathered about jobs through job holders completing a Hay Job Description Questionnaire (JDQ). These were agreed by the relevant line manager.

Desktop evaluations

We have also used Job Descriptions and Person Specifications to evaluate jobs that were vacant or where the job holder was new in the post at the time of evaluation or where jobs have been matched instead of evaluated. Additional information regarding number of staff managed or budget information relating to the job, where required, may have been provided by the line manager.

These are known as desktop evaluations. For the recent Transformation Service restructure we evaluated the Job Family Role Profiles and sample Assignment Briefs describing the jobs in the new service.

For further details about the job evaluation processes please refer to the Job Evaluation Section of the website.

How do I know my jobholder representative gave a true representation of the job?

Job holders who contributed to a JDQ were asked to discuss the job responsibilities with colleagues, to ensure that the job information provided was representative. In addition, the relevant line manager will have checked the information supplied by the jobholder representative to ensure all relevant details were included in the Job Description Questionnaire.

What does “slotting” and “matching” of jobs mean?

If your job was not evaluated it will have been slotted or matched against a job that was evaluated (the benchmark):

- Slotted - if it is identical to or represented by a benchmark, which means it is given the same score and position in the rank order;
- Matched - if it is similar to a benchmark, which means that a job evaluation panel review and compare your job description to the benchmark and agree the relevant score.

Departmental managers have agreed the selection of jobs to be evaluated and signed off the slotting and matching of jobs that have not been evaluated.

A verification exercise has been undertaken to ensure all employees covered by the Agreement have had their jobs evaluated, slotted or matched.

However, if you think your job should have been evaluated but hasn't, please contact your local departmental HR team.

You can find more information on the job evaluation, slotting and matching processes under the Job Evaluation Section of the website.

How have the new grades been arrived at?

The grading assessments – evaluations, slots and matches - have gone through a comprehensive and rigorous testing and cross-checking process.

A new grading structure has been established and jobs have been allocated to the new structure according to the agreed scores.

You can find the new Pay and Grading Structure [here](#).

Who carried out the evaluations?

All the evaluations have been undertaken through Job Evaluation Panels. These have been joint panels comprising representatives of the Authority and trade unions. The Panels comprised of up to four people: two management representatives and two TU representatives. The quorum (numbers required to hold a Panel) is three people. The panel has to be unanimous on each score. Representatives from each department have been trained in the Hay methodology.

What does the Job Evaluation Score on my letter refer to?

A points score has been given to every job through it being either evaluated, slotted or matched. The points score is what determines the new grade for the job. If you look at the pay structure, you will see the range of job evaluation points for each new grade.

Will we get the evidence of how jobs have been graded?

Yes. Your letter will tell you how to obtain a copy of the job information used to assess your job. This will be a Job Description Questionnaire (JDQ) or Job Description /Person Specification (JD/PS), Role Profile or Job Template as these were all used in the grading process. Your letter will refer to a Job Evaluation reference which relates to the job information used to assess your job, you should quote this if you call the SSC Helpline to ask for the relevant job information for your job.

Can we have information on how other parts of the organisation have fared under Single Status? I don't know what to feel about the whole process unless I know how others have been affected.

The benchmark jobs evaluated are published on the website on a "Relativities Schedule" for information. This shows which jobs have been graded in each Band.

In the new year we will also publish how the job family levels map to the new grade structure and the role profiles which have been developed.

Can I see my manager's score?

You will not be provided with this information but may be able to see where the job has been evaluated on the Relativities Schedule if it is a benchmark job.

I have seen the points range and my score is on the border - how can I get one more point to move up?

The job has been evaluated and the points relate to the score. With any cut-off point some people will inevitably be near the boundary between two

scales. Your points can only increase if your responsibilities increase in some way.

If the same job title exists at two locations, have you assumed that the job content is the same?

We're aware that the same job title does not always mean the same job and we've taken account of this. We've tried to make the sample as representative as possible considering variations such as location where this has a bearing on the substance of the job.

I have the same job title as others but work with different client groups eg: Adults or Children

All relevant factors are taken into account in the job evaluation process, including issues relating to working with particular client groups and in particular environments.

When checking the evaluation of jobs the panel will have looked at your job alongside other jobs in the same job family and similar jobs in other teams and departments to make sure a consistent approach has been applied. A core component of the panel's checking process is to look up and down and across the organisation to ensure evaluations are determined in context and relative to one another.

I have the same job title as others but my role is different.

We are aware that jobs with the same job title need not mean that the job content is the same and have carried out a rigorous verification exercise with departmental managers to ensure that jobs have been assessed correctly regardless of title.

If you are in a multi occupancy job and believe your job is different to the benchmark job you have been slotted to, please remember there will inevitably be some variation in the way that generic jobs are carried out at any one time. Therefore if your role has the same job title and essentially the same responsibilities, and requires very similar knowledge, skills and experience as the job to which you have been slotted, it will be deemed the same.

I have the same job title as others but my manager gives me more work to do which is not on my job description, what effect would this have?

Job evaluation takes into account the levels of responsibility, type of skills and experience and other elements needed to do the job.

If you undertake more work than other people in your team but you all have the same job description and have the same types of responsibilities, this will not have been taken into account in the job evaluation process. Job evaluation does not take account of the volume of work allocated to an

individual and if you feel you are allocated more work than other team members you will need to discuss this with your line manager.

I do the same job as others on the team but I am at top of scale and others are at bottom but we have the same score - is this right?

The score is linked to the grade for the job. Where you will be on the new scale depends on where you are now and you will move over according to a set of rules which you can see under the Pay and Grading Structure FAQs.

I get paid extra for my qualification - has this been recognised in the evaluation?

All relevant factors are taken into account in the job evaluation process, including the need for specialist skills and qualifications, levels of responsibility, and issues involved in working with particular client groups. These aspects are reflected in the overall points score which in turn determines the grade and related pay of the job.

I am on a career grade - are there evaluations for all these levels?

Where jobs are part of a career grade we have evaluated jobs at each level.

Career grades will be replaced by job families from April 2010 and details of how these will work will be provided in due course.

I am on secondment - which job am I being graded against?

If you are currently on secondment your substantive job should have been evaluated as should your seconded job. Your letter will set out the details relating to your substantive post and if your secondment extends beyond 31st March 2010 your secondment post also. If in doubt please discuss this with your line manager.

Under Single Status, will I be given a new job description?

No. Single Status has not changed your existing job description. But please see the section on job families and role profiles which will explain how we will use these in future to describe jobs, rather than Job Descriptions.

My job has changed since it was assessed - can I appeal?

If it has changed substantially then please speak with your line manager in the first instance. Bear in mind that job content will not always remain static and may change without significantly altering the nature or responsibility levels of the job, and without changing the score of the job. Unless your job responsibilities have substantially changed enough to warrant a review of the score, an appeal will not be successful.

Take a look in the relativities schedule at the jobs in the next band up from yours in the same job family, and consider if your responsibilities, or skills and experience required to do your job, have changed enough to be at the same level as those.

Our jobs have been re-evaluated in the last year as part of a restructuring, can I appeal against the score?

Yes, you may be able to appeal on the basis that the evaluation does not fully reflect the requirements of the job.

Will the new job evaluation process be reflected across the country with the same pay rates for jobs in different authorities?

Not necessarily, our pay and grading structure relates only to Derbyshire County Council. Each local authority has the ability to negotiate its own pay and grading structure with local trade unions and it is important to remember that job scores are affected by position in the organisation hierarchy and responsibilities of the job that might differ between councils. Each council is also setting its own pay line which means pay rates may differ for jobs of the same size.

Has an opportunity been missed to standardise rates for all jobs across the country?

As each authority is an autonomous body with different aims, objectives, priorities and different economic conditions, it would not be practicable to have a single set of pay scales for all employees in all authorities. However, teachers and some other employees of the County Council are covered by specific national pay arrangements, and that is why those particular groups are not within the scope of the County Council's new Pay and Grading Structure.

If you have further questions please contact the SSC Helpline on

Internal : extension 35525

External : 01629 53525

Email : single.status@derbyshire.gov.uk