

Job Evaluation Process

How jobs were identified

Every job under scope of the Single Status review has been analysed and is represented either by a benchmark Job Description Questionnaire, the existing Job Description, an Administration/Secretarial Job Template or a Job Family role profile.

Managers had a key role in identifying jobs in their team and worked with the Job Evaluation Team to ensure that job analysis took place where needed.

Carrying out job analysis

What is job analysis?

As part of the pay and grading review, the project team gathered information, primarily in the form of Job Description Questionnaires (JDQs) to analyse the identified 1400+ benchmark jobs across the council.

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 nominated, manager.

The Job Analysts usually met with two job holders representing benchmark jobs or a job holder in a unique job. Where requested by the employee, and available, a trained Trade Union JE Observer also attended.

Rather than meet with every employee doing the same job, it was jointly agreed with the trade unions to meet with a representative sample. Where there were larger numbers of employees in a job type e.g. Home Help, a number of jobs were selected as benchmark jobs by the department. Job holders were randomly selected to be representative of gender, location and service setting. These were asked to contribute to the job information through developing a Job Summary. A representative sample of job holders was then interviewed; this enabled us to obtain a complete picture of the job.

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.

How job evaluation was carried out

Job evaluation is a joint process carried out by a panel of hay trained evaluators from both management and the trade unions. The Hay scheme (view Hay JE explained) has been used to evaluate jobs from the Chief Executive down.

The council recognised that job evaluation was a huge task as over 1,400 jobs were identified as benchmarks which needed to be evaluated. The council took the decision to set up a dedicated team of job evaluators who were trained in the hay job evaluation scheme. Unison representatives have also been trained in job evaluation or to observe the process. The trained people represent different grades and genders.

Each panel comprised four people with a minimum (quorate) of three people. Panels took place very frequently in order to evaluate and match all the jobs and were organised to look at jobs by job family to consider jobs in relation to each other (vertically). Jobs were also reviewed alongside similar jobs in other departments within the same family or similar families (horizontally).

All Job Description Questionnaires (JDQs) have been evaluated as have JDs/PS's for the jobs which have been desktop evaluated. Managers or Job Family Leads attended panels to answer questions about the roles in their area or family. This helped give the panel in depth knowledge of how the job worked in practice.

Other ways we have evaluated jobs

Desktop evaluations

For vacancies, those jobs with people new in post at the time of evaluation, and for the matching process (see related documents) the agreed Job Description and Person Specification was used for the evaluation rather than a JDQ. Additional information was provided by the line manager or Job Family Lead as appropriate. This process is known as a desktop evaluation.

Evaluation of Role Profiles and Assignment Briefs

For the recent restructure of the Transformation Service, Role Profiles have been developed which describe the type of work carried out and the skills and experience required, at each level within the job family. These have been evaluated along with sample Assignment Briefs for the jobs within the structure which describe the objectives for the job. Additional information was provided by the Job Family Lead.

Putting people into jobs

Slotting and matching

This is the process by which each job that has not been evaluated is allocated to a benchmark job, to give it a score. This process has been agreed with the trades unions.

Slot – the job is the same as the benchmark with, normally, the same job title. There will inevitably be some variation in the way that generic jobs are done at any one time but the jobs essentially have the same key responsibilities.

All those who contributed to the Job Summary and the NJC JDQ for a particular job will have had their jobs slotted to that job.

Senior line managers have agreed which jobs – and therefore people - slot to the benchmarks, and this information has recently been validated to bring it up to date.

Where managers did not feel that a job slotted to a benchmark – even though it may have the same job title – the job has been evaluated separately.

Match – the job is similar to the benchmark but differs in some ways and does not usually have the same job title. An example is the large number of administrative and secretarial jobs across the Council. In this case a large number of jobs were evaluated as benchmarks and from the data gathered, Administrative and Secretarial Job Templates (see related documents) were produced which describe the features and types of work done at each level. Other jobs were then matched against the Template levels using Job Descriptions and Person Specifications, through a desktop evaluation at a Job Evaluation Panel.

Other jobs have been matched through a desktop evaluation at a Job Evaluation Panel against the identified similar benchmark JDQ e.g. some Engineering jobs have gone through this process.

Checking the job evaluation scores

An important part of the job evaluation process is to check the outcomes – we have called this QA (quality assurance), some authorities call it moderation. It involved a consistency check of the scores across the organisation, within hierarchical structures and within job families. A significant amount of QA has been carried out to check the scores are robust. Hay helped us with this process throughout and after the benchmarking exercise.