

JOB EVALUATION AND REBANDING

Policy

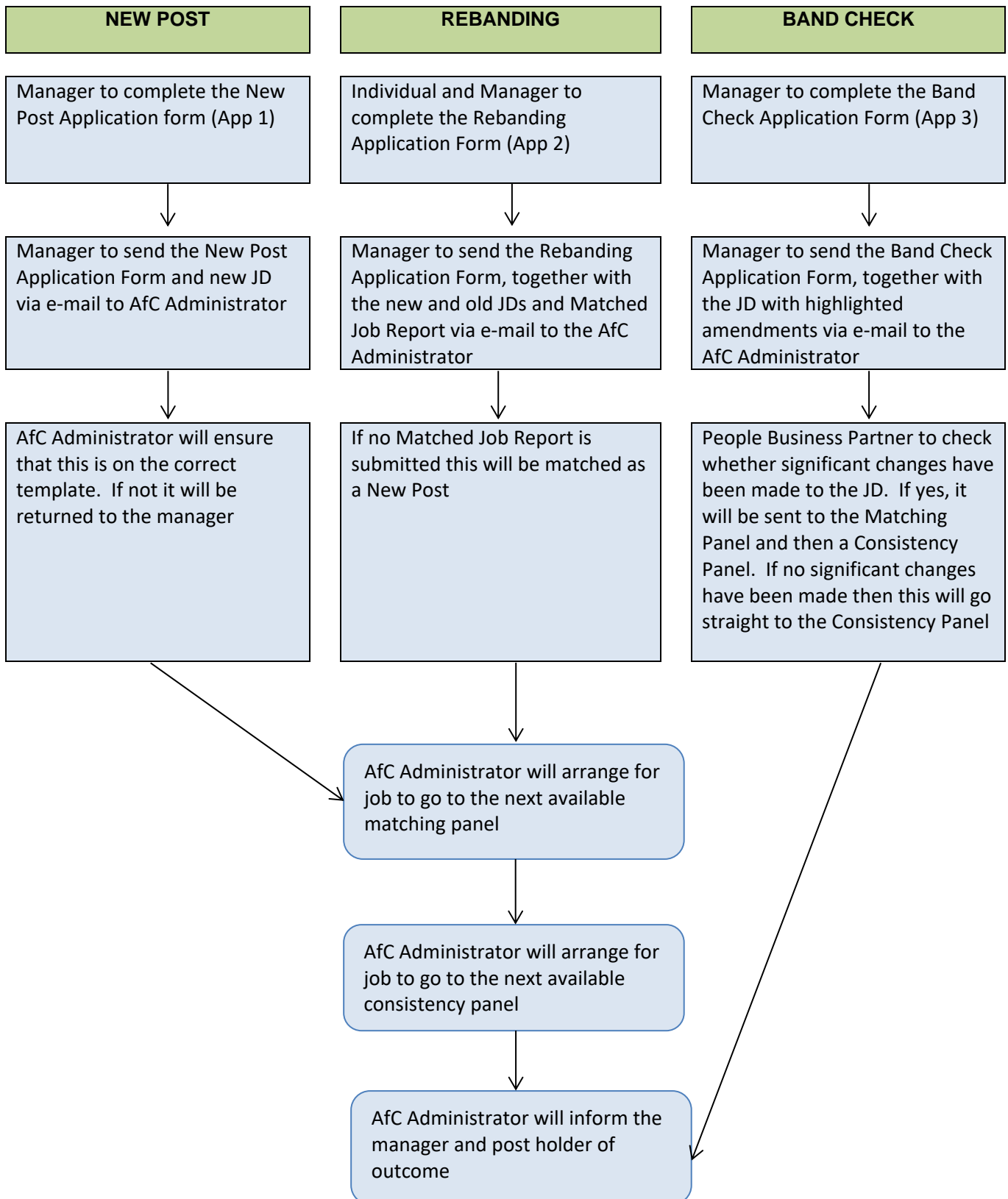
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1.0 FLOW DIAGRAM

Agenda For Change Job Banding Process



2.0 INTRODUCTION

- 2.1 This policy has been produced and agreed in partnership between management and Trade Union representatives of Somerset NHS Foundation Trust to ensure all colleagues are treated fairly.
- 2.2 Somerset NHS Foundation Trust believes that fairness and transparency are promoted by developing clear and transparent policies and procedures and ensuring all colleagues regardless of role understand their content.
- 2.3 The aim of this policy is to ensure that job evaluation continues to be carried out in a fair, objective and consistent manner in accordance with the NHS Job Evaluation Scheme, which is based on two clear principles:
- the process is underpinned by partnership working between the Trust and Trade Unions
 - job matching or evaluation is related to the post and not the individual colleague who happens to be in the post at any given time
- 2.4 The Trust and Trade Unions will endeavour to ensure that there are sufficient numbers of representatives trained as matchers and analyst / evaluators to meet demand.
- 2.5 This policy applies to all Trust colleagues employed on Agenda for Change Terms and Conditions of Service.
- 2.6 This policy will apply to any successor organisation of the two Trust. It may be reviewed at the request of management or Trade Unions and will remain in force until its renewal.
- 2.7 The Trust recognises that some sections of society experience prejudice and discrimination. The Equality Act of 2010 recognises protected characteristics and gives consideration to socio-economic factors including pregnancy/maternity and marriage/civil partnership.
- 2.8 The Trust is committed to equality of opportunity and inclusive practices in both the provision of services and our role as an employer. All people have the right to be treated with dignity and respect and the Trust is committed to the elimination of unfair and unlawful discriminatory practices.

3.0 DEFINITIONS

- 3.1 **AfC** – Agenda for Change
- 3.2 **JE** - Job Evaluation is the process of comparing jobs within an organisation to determine a pay band or level and recognised in this policy as covered by the National Job Evaluation Handbook
- 3.3 **JAQ** - Job Analysis Questionnaire used infrequently when it has not been possible to match a job to a nationally agreed profile
- 3.4 **JD** – Job Description is a description of the requirements of the job including the main roles and responsibilities. The agreed template must be used.

- 3.5 **PS** – Person Specification is a statement of the essential qualifications, knowledge, skills and attributes required for the role.
- 3.6 **OC** – Organisational Chart is a pictorial reflection of where the job sits in the hierarchy and must show at least one level above and one level below.

4.0 **ROLES and RESPONSIBILITIES**

4.1 **The Finance Business Partner** has a responsibility for:

- managing costs within the Trust
- confirming with the manager that there are sufficient funds within the budget for a re-banding

4.2 **Colleagues** have a responsibility for:

- following the guidance contained within this policy.

4.3 **Managers** have a responsibility for:

- actively supporting panels with trained members
- ensuring an up to date job description (JD), person specification (PS) and organisational structure chart (OC) have been developed prior to commencing the recruitment process
- ensuring the post meets workforce and service requirements
- reviewing the JD with the colleague, at least on an annual basis, to ensure it continues to accurately reflects the service requirements of the role
- to get sign off from the Finance Business Partner

4.4 **The HR advisory team** has a responsibility for:

- supporting colleagues with their understanding and interpretation of this policy

4.5 **People Business Partners** have a responsibility for:

- checking whether changes to the contents of JD are significant and therefore requires re-matching

4.6 **Trade Unions** are responsible for:

- actively supporting panels with trained members
- acting as a representative/advocate to their members
- providing their members with advice and support
- representing members at all stages of the process.
- ensuring that this policy is applied fairly and consistently on an individual and organisational level

4.7 **Matching and Consistency Panels** are responsible for:

- assessing evidence within the job description, person specification and organisational structure against the 16 factors identified in the NHS Job Evaluation handbook
- matching a job to a national job profile wherever possible

- completing the necessary paperwork
- for consistency panels, checking a matching panel's assessment
- at all times operating within the guidelines for the NHS Job Evaluation handbook

4.8 **The Agenda for Change (AfC) Lead** is responsible for:

- advising managers on the process for job matching and evaluation
- ensuring that the Trust, its managers and colleagues adhere to the principles outlined in the NHS Job evaluation handbook

4.9 **The Agenda for Change (AfC) Administrator** is responsible for:

- liaising with managers regarding the submission of job descriptions, person specifications and organisational structures
- arranging matching and consistency panels
- liaising with trained matchers to form panels
- collating and providing paperwork to panel members
- advising managers and colleagues of the results of panels

4.10 **The People Governance Committee** is responsible for:

- overseeing the Trust process and addressing any organisational concerns regarding its application and implementation

5.0 PROCESS DESCRIPTION

5.1 The need for the banding of posts will normally arise in the following circumstances:

- a new funded post has been created;
- in association with any organisational change project where vacancies in the structure lead to a re-organisation of work and the need to adjust the duties of a post
- a re-banding request initiated by an individual colleague
- a re-banding request initiated or supported by the line manager in respect of a post under their control

5.2 Matching or evaluation of a new post will be carried out based on the JD, PS and organisational structure for the role and must be completed prior to a recruitment campaign taking place. In exceptional circumstances agreement may be authorised by the AfC Lead, for recruitment to take place with an "indicative banding" attached to the post.

5.3 Matching occurs when trained colleagues made up of both Management and Trade Union representatives working in partnership, are able to match a JD to a nationally agreed profile. Nationally agreed profiles describe a post which is standard within the NHS and which has many common features with other similar roles.

5.4 Job evaluation occurs only when it has not been possible to match a post against a national profile because the role is unique and/or significantly different to other similar

roles elsewhere in the NHS. Posts which are unable to be matched against a National Profile will be evaluated using a Job Analysis Questionnaire (JAQ) which will be agreed by the manager and post holder (where appropriate) with support and guidance from trained analysts/evaluators.

- 5.5 A request for a band check, review or re-band of a post may occur for one or more of the reasons listed below:
- a new post has been created
 - there have been significant changes in the responsibilities of the post (N.B. an increase in volume of work does not justify a re-banding and will not affect the job evaluation score)
 - either the post holder or their manager feels that a post is incorrectly banded;
 - the need to re submit a previous matched report for a band check
 - in association with any organisational change project within the Trust
 - where vacancies in the structure lead to a re-organisation of work and the need to significantly adjust the duties of a post
 - a re-banding request initiated by a colleague
 - a re-banding request initiated or supported by the line manager in respect of a post under his/ her control.
- 5.6 Posts will not normally be considered within 12 months of a previous matching and evaluation review unless there is clear evidence to demonstrate significant changes to the role and responsibilities, or a relevant new national profile is published.
- 5.7 All posts will be consistency checked by a panel of 1 x management and 1 x trade union representative.
- 5.8 **New Roles**
- 5.9 When a new trust role is identified and there is no suitable generic job description currently in existence, the manager will draft a JD, PS and OC giving consideration to the knowledge, training and experience required to successfully undertake the role. The trust's template job description should be used for this purpose which can be accessed from the Trust intranet. Advice is available from the recruitment team or the AfC Lead.
- 5.10 The Manager should complete the new post banding request (Appendix 1) and attach the JD, PS and OC, sending them by e-mail to the AfC Administrator. The AfC administrator within the People Service Team will arrange a matching panel to carry out job matching.
- 5.11 The line manager will be contacted by the matching panel should they require clarification of any detail or any further information in order to band the post.
- 5.12 Following a consistency checking process, the AfC Administrator within People Services will write to the manager and inform them of the outcome of the evaluation.
- 5.13 The line manager may ask for the outcome of the matching process to be reviewed if they believe there is any additional information that was not considered in the initial banding request. There is no further appeal process and the decision of the second panel will be final.

5.14 **Manager Request for Re-banding of Existing Post**

- 5.15 Where a colleague's role has significantly changed from the original banded job description due to service realignment changes, a new JD should be written to reflect the new responsibilities of the post holder; such changes must be clearly highlighted on the current job description using the track changes tool. Please refer to the flow chart and Appendix 2.
- 5.16 A re-banding application form (Appendix 2) should be completed to accompany the JD, PS, and organisational chart, together with the original or previous matched job report, and should be sent by email to the AfC administrator.
- 5.17 If, within three months of commencement in a new post, both the colleague and the line manager believe that the post has evolved and is now significantly different from the original banded JD, a request for a review should be submitted. Refer to Appendix 2 to explain how the post has changed and attach a revised JD which will be considered by a matching panel.
- 5.18 When re-writing a JD, consideration should be given as to whether additional responsibility attached to one post (or a requirement for additional skills/ qualifications) involves a reduction in responsibility/skills/qualifications and therefore a possible decrease in banding of other posts. Advice can be sought from the People Business Partners.
- 5.19 The line manager will be responsible for ensuring that funding is available for any re-banding and must obtain finance approval as indicated in Appendix 2. If no additional funding is available the relevant service director/deputy service director/head of service may request that the work that resulted in an increased pay band is stopped or reallocated to another colleague.
- #### 5.20 **Band Check**
- 5.21 The line manager should check with their People Business Partner or AfC Lead whether the changes required constitute minor amendments which would not have an impact on the pay band or whether the changes required are significant and may change the pay band of the post.
- 5.22 The line manager responsible for the post should complete the band check request (Appendix 3) and attach the amended JD, PS and organisational structure chart, with the changes shown using the track changes tool and sent by email to the Administrator for AfC.
- 5.23 If the JD has had minor amendments only, this would progress to a consistency panel.
- #### 5.24 **Individual request for Re-Banding**
- 5.25 A colleague wishing to apply for a re-banding should discuss their request with their line manager who should assess whether the level of responsibility has increased and, if so, whether these are consistent with service requirements.

- 5.26 If the application is not supported by the line manager and head of service/department/service director, the colleague can still submit their application. If it results in a higher band the line manager will need to discuss with the post holder whether to agree the higher banding or relook at the contents of the JD with a view to removing additional duties that are not essential to the role.
- 5.27 The colleague should complete the re-banding application form (Appendix 2) highlighting the changes to their role and grounds for their request. This should include examples of duties carried out and the level of responsibility held. The line manager and head of service/department/service director must indicate whether or not they support the application outlining their justification for their decision.
- 5.28 The colleague should send their revised JD, PS and organisational structure chart, jointly agreed, where possible with their line manager and Head of Service , together with the original or previous matched job report. All documents should be sent by email to the Administrator for AfC.
- 5.29 The date the documentation is submitted by the colleague to their line manager, shall be the date used for any backdating of a successful request for re-banding.
- 5.30 Once a decision has been made by the panel, and following consistency checking, the outcome will be communicated to the colleague and line manager. Where appropriate, a changes' form will be completed. . A matched job report will be provided as part of the process.
- 5.31 **Job Evaluation**
- 5.32 Job Evaluation occurs when it has not been possible to match a post against an AfC National Profile. The job is likely to be unique within the NHS. Posts which are unable to be matched against a National Profile will be evaluated by the line manager and post holder completing a JAQ, which can be accessed on the intranet.
- 5.33 Once the JAQ has been completed a meeting will be held with two trained job analysts (one Management and one Trade Union) to undertake a job analysis interview with the post holder and/or line manager.
- 5.34 Following the job analysis the JAQ may be amended and will need to be agreed and signed by the post holder and their Line Manager.
- 5.35 The completed JAQ will be submitted to a Job Evaluation Panel for banding and will be consistency checked.
- 5.36 Consistency Checking Process
- 5.37 All jobs that are evaluated, matched or re-banded must be consistency checked. Wherever possible this will be within two weeks of the job being matched.
- 5.38 The Consistency Checking Panel will be carried out in partnership and must consist of trained AfC matchers/evaluators. There will be a minimum of two members on a consistency panel which must consist of Management and Trade Unions.
- 5.39 **Review Process**
- 5.40 If the post holder believes that the outcome of the job matching is incorrect, a review request should be submitted in writing to the Administrator for AfC within three months from the outcome notification of the original panel.

- 5.41 In order for a review to be undertaken the post holder must provide details of where they disagree with the match/evaluation and provide evidence to support this using Appendix 2.
- 5.42 A review should only be requested if the post holder can demonstrate that incorrect or insufficient information concerning the dimensions of the job were presented to the original re-banding panel. The review will be undertaken by another panel who will have a different composition of all or the majority of its members to the original panel.
- 5.43 There will be no further right of appeal once this procedure is exhausted. However, if the post-holder believes the process was carried out incorrectly they may pursue this using the Resolution policy. There is no right to pursue a grievance in relation to the decision of a matching panel or job evaluation panel.

6.0 TRAINING / COMPETENCE REQUIREMENTS

- 6.1 Colleagues will receive training on the application of the NHS job evaluation scheme before acting as a panel member.

There are no specific training requirements in the application of this policy.

7.0 MONITORING

Element of policy for monitoring	Section	Monitoring method - Information source (eg audit)/ Measure / performance standard	Item Lead	Monitoring frequency / reporting frequency and route	Arrangements for responding to shortcomings and tracking delivery of planned actions
		The policy has written into it its own consistency checking through a secondary panel. There is also a review mechanism.	AfC Lead	After every job matching.	The consistency panel will bring to the attention of the AfC Lead any inconsistencies which may indicate flawed understanding or further training of panel members. Any organisational failings will be raised with the People Governance Committee.
Rebanding	5.10	A report will be run every 6 months in relation to rebanding and outcomes in relation to panel members to check for inconsistencies or unconscious bias.	A4C Administrator	Six monthly to Agenda for Change Lead	Should any inconsistencies be discovered, this will result in additional training for job matchers or possible removal of matcher if issues persist. Any organisational failings will be raised with the People Governance Committee.

8.0 REFERENCES

Agenda for Change Terms and Conditions of Service

NHS Job Evaluation Handbook

Resolution Policy

Organisational Change Policy

9.0 DOCUMENT CONTROL

Document Author	Beverley Jones, Agenda for Change Lead		
Lead Owner	Isobel Clements, Director of People Services		
This Version	1	Status	Final
Replaces	All previous TST and Sompar Job Evaluation and Rebanding policies		
Approval Date	26 February 2020	Where	People Policy Lockdown Group
	18 May 2020		Somerset Operational Partnership
Ratification Date	23 April 2020	Where	Policy Review Group
Date of issue	27 May 2020	Review date	May 2023
Applies to	All Colleagues governed by AfC terms and conditions	Exclusions	Doctors, Dentists and other colleagues not governed by AfC terms and conditions.

New Post Banding Request

Line Manager's Details	
Name of Line Manager:	
Line Manager's Job Title:	
Contact details:	Landline: Mobile:
During the process you may be contacted to discuss any queries	
Post Details	
Name of New Post:	
Indicative Banding:	
Is there an existing post already in the Trust:	Yes <input type="checkbox"/> No <input type="checkbox"/>
<i>If Yes, please explain the difference between this role and the existing post within the Trust and the reasons why you would require this post to be banded.</i>	
<i>If No, please explain the background to the role e.g. setting up of a new service / organisational change etc</i>	
Is there any other information you feel would be useful for the Panel to be aware of when matching this post?	
Supporting Documentation: Please attach the following supporting documentation, which is required to process this request.	
Job Description	<input type="checkbox"/>
Person Specification	<input type="checkbox"/>
Organisational Chart (must show position of post within team)	<input type="checkbox"/>

All documents listed above must be attached.	
I confirm that the details given above are true and accurate.	
Signed:	Date:
Print Name:	

Financial Approval Given:	
Signed: (Management Accountant)	Date:
Print Name:	Job Title:

Head of Division / Director's Comments:	
Signed Approval: (Head of Division / Director)	Date:
Print Name:	Job Title:

Re-banding or Review Application

Name:	
Job Title:	
Current Band:	
Date of Appointment to current Band:	
Name of Line Manager:	
Name of Head of Service / Director:	

Please describe the reason for requesting a review i.e. *by referring to your Job Matched Report, JD and PS please detail what has significantly changed in your job during the last 12 months*
 Appeal describe the reason you disagree with the outcome

1. Communication & Relationship Skills

2. Knowledge, Training and Experience

3. Analytical & Judgemental Skills

4. Planning & Organisational Skills

5. Physical Skills

6. Patient / Client Care

7. Policy & Service

8. Financial & Physical

9. Human Resources	
10. Information Resources	
11. Research & Development	
12. Freedom to Act	
13. Physical Effort	
14. Mental Effort	
15. Emotional Effort	
16. Working Conditions	
<p>Supporting Documentation: Please attach the following supporting documentation, which is required to process your application. If you are unable to provide this information please speak to your HR Business Partner first before completing this form.</p>	
Current JD*	<input type="text"/>
Current PS*	<input type="text"/>
Current Matched Job Report**	<input type="text"/>
Current Organisational Chart (must show position of post within team)	<input type="text"/>
<p>Note: * The current JD and PS should be jointly agreed with your manager and should accurately reflect the knowledge and skills necessary for the role rather than reflecting existing skills or personalities of individuals.</p> <p>**If a matched job report is not available the post will be matched as a new post</p>	
<p>All documents listed above must be attached. Failure to do so will affect the date of your application.</p> <p>I confirm that the details given above are true and accurate.</p> <p>Signed: _____ Date: _____</p> <p>Print Name: _____ Job Title: _____</p> <p>(Postholder or Manager if completed by the Manager)</p>	

To be completed by the Line Manager:

I support this application / I do not support this application* because:

Financial Approval Given:

Date:

**Signed:
(Line Manager)**

Date:

Print Name:

Job Title:

Head of Division / Director's Comments:

**Signed Approval:
(Head of Division / Director)**

Date:

Print Name:

Job Title:

Band Check Request
(to be completed by colleague)

Line Manager's Details	
Name of Line Manager:	
Line Manager's Job Title:	
Contact details:	Landline: Mobile:
During the process you may be contacted to discuss any queries	
Post Details	
Title of Post:	
Current Band:	
<i>Please explain the amendments to the post highlighted on the Job Description/Person Specification and the reasons for this band check</i>	
<i>Is there any other information you feel would be useful for the Panel to be aware of when checking the banding of this post?</i>	
Supporting Documentation: Please attach the following supporting documentation, which is required to process your application. If you are unable to provide this information please speak to your HR Business Partner first before completing this form.	
Current JD*	<input type="text"/>
Current PS*	<input type="text"/>
Current Matched Job Report**	<input type="text"/>
Current Organisational Chart (must show position of post within team)	<input type="text"/>

All documents listed above must be attached

Comments:

I confirm that the details given above are true and accurate.

Signed:

Date:

Print Name:

Job Title:

Note: * *The current JD and PS should be jointly agreed with your manager and should accurately reflect the knowledge and skills necessary for the role rather than reflecting existing skills or personalities of individuals.*

***If a matched job report is not available the post will be matched as a new post*