The Scottish Government
Health Workforce, Leadership and Service Reform Directorate
Health Workforce
Pay, Practice and Partnership Division

Scottish Government
Riaghaltas na h-Alba
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Dear Colleague

NHS SCOTLAND JOB EVALUATION POLICY

1. NHS Scotland's Job Evaluation Policy was originally published as DL(2021)19. However, recent changes to Scotland's Agenda for Change Handbook mean that certain references in the Policy need to be updated to avoid confusion. Please therefore find a refreshed version attached.

Action

2. NHS Boards and Special Health Boards should ensure that this version is used as the relevant reference for all Job Evaluation matters and that any electronic links which managers and staff access locally are updated accordingly.

Yours sincerely

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DL (2022) 03

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Addresses

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INVESTOR IN PEOPLE
POSITIVE ABOUT DISABLED PEOPLE

Agenda for Change

Job Evaluation Policy

February 2022

Review date: February 2024

Version 1.1

1. Policy

1.1 It is NHS Scotland's policy to apply the nationally agreed Agenda for Change (AFC) Job Evaluation scheme for AFC staff under the governance of the Scottish Terms and Conditions Committee (STAC).

1.2 This policy sets out the framework for applying Job Evaluation principles and processes within NHS Scotland. It complies with the principles as laid down by the AFC Handbook, the NHS Job Evaluation Handbook and supporting nationally agreed circulars and guidance.

1.3 This NHS Job Evaluation Scheme is designed to ensure we implement and apply equal pay for work of equal value.

1.4 The purpose of this policy is to ensure that all staff on AFC terms and conditions are treated fairly and consistently and receive the appropriate reward and recognition for the work they are required to do.

1.5 The AFC Job Evaluation system enables jobs to be matched to national job profiles and where no suitable profile exists it allows NHS bodies to evaluate jobs locally. Thus enabling AFC staff to be paid on the appropriate pay band.

1.6 Implementation of this policy and the determination of local processes must be agreed and undertaken in partnership.

1.7 The policy also establishes and confirms the governance and accountability arrangements for AFC Job Evaluation in NHS Scotland.

2. Scope

2.1 The policy, principles and processes as set out in this document apply to all staff on AFC Terms and Conditions of Service. It excludes staff groups on other, non AFC terms and conditions such as medical and dental staff and staff covered by Executive/Senior Managers pay arrangements. This Job Evaluation policy applies in the following circumstances:

- A new post is developed within the service;
- A service initiated change occurs impacting on the roles and responsibilities of a post;
- Where there is agreement that a post has changed significantly;
- A collective request for re-evaluation is lodged by a staff-side organisation(s) where the same job description is in use for a number of staff.
- A post has been evaluated nationally for use through NHS Scotland;

3. Key Principles

3.1 **Job Descriptions -** All AFC staff must have an up to date and agreed job description that describes the role and tasks required of them in carrying out their job. It is the means by which our employees understand what has to be achieved and can also be used to determine criteria by which their performance will be assessed. It needs to describe what is expected from the role and what the staff member is employed to fulfil. Use of job evaluation scheme and national profile statements, phrases and other terminology should be avoided. Job descriptions should contain straightforward, plain English phrases and sentences, avoid abbreviations and jargon and always explain what is meant by terminology.

3.2 **New Jobs –** It is particularly important for new jobs and for new members of staff that job descriptions are up to date and reflect the role to be carried out. After recruitment, NHS Boards should allow a reasonable period for the job to 'bed down'. Once the full demands of the post are clear, the postholder and their manager should review the job description and if any changes are made to it, the job evaluation outcome will, where appropriate, be reassessed using the matching or evaluation procedure as appropriate, including consistency checking. The application of the reassessed job evaluation outcome would normally be backdated to the start date of the new job. Note that the outcome can go up or down.

3.3 **Changed Jobs** - It is equally important when posts are redesigned or changed as a consequence of service redesign that job descriptions are reviewed and amended to reflect any changes. Jobs can also change over time. Depending on the level of change this may require a re-evaluation of the post. NHS Boards should have clear processes on how changes to posts will be identified and verified.

3.4 **Job evaluation process** - Only when a job description has been deemed as fit for purpose and agreed in partnership will arrangements be made for the post to be assessed by personnel trained in the NHS Job Evaluation Scheme. Most posts are expected to match to a national profile. Where job descriptions cannot be agreed there must be an attempt to reach agreement using an early resolution approach. Support from knowledgeable job evaluation practitioners should be obtained to try and reach agreement. If an agreement cannot be reached and there is no resolution, then employees can choose to use the formal grievance procedure.

3.5 Job matching must be carried out in partnership by a panel of four, 2 staff-side representatives and 2 management representatives. After the post has been matched it must be checked by a separate panel of consistency checkers.

3.6 A consistency checking panel must include a minimum of two individuals, one staff-side representative and one management representative. Consistency checking forms an important part of the evaluation process. Both staff-side and management representative must be appropriately trained to carry out consistency checking. This process applies to new posts and changed posts.

3.7 Posts that do not match to a national profile will require to be locally evaluated including completion and assessment of a job analysis questionnaire (JAQ).

3.8 Full details of the role of job evaluation panels and consistency panels are contained within the AFC Job Evaluation Handbook.

3.9 **Outcome of a Job Evaluation Panel** - If the pay band changes as a result of re-evaluation, that change should be backdated to when the postholder and manager agreed the job has changed. Disputes about back-dating should be resolved through local procedures. The increase will be in line with the agreed AFC Terms and Conditions as laid out in paragraph 1.12 of the AFC NHS Terms and Conditions and Service Handbook.

3.10 If the outcome results in a band decrease, the employee would continue on their current AFC band, however when the post becomes vacant the new band would apply.

3.11 **Review Process** – In the event that groups of staff or individuals are dissatisfied with the result of matching or evaluating they may request a review. A review must be submitted within three months of notification of the original panel's decision.

3.12 A review must be carried out in partnership by a panel of four, 2 staff-side representatives and 2 management representatives, the majority of members different from the original panel.

3.13 Prior to a formal review panel taking place an informal review stage meeting can be undertaken. This provides an opportunity for early resolution without the need for a formal panel to be convened or to clarify issues so that where the review does go to the formal panel stage this may expedite the process.

3.14 The informal review stage meeting will give an understanding of how the evaluation process works and provide the postholder with the opportunity to discuss areas of concern in relation to the specifics of their evaluation outcome or to raise points where they believe there has been a lack of clarity about their role during evaluation processes.

3.15 This meeting does not provide the opportunity to re-evaluate the post.

3.16 Staff can be supported by their staff-side representative through this process. The manager will also be invited to the meeting to ensure full understanding of the outcome in relation to the post. Boards should make local arrangements to support early resolution and include trained management and staff-side representatives in this process.

3.17 **Training** - All Boards are required to ensure that there are sufficiently trained staff-side and management representative to maintain a robust system and process for AFC job evaluation. Maintaining sufficient numbers of suitably trained evaluators is crucial to ensuring that Boards have the capacity and capability to discharge their job evaluations responsibilities effectively. Boards may want to collaborate and share training and refresher training events to manage capacity and demand.

4. Governance arrangements and accountability

4.1 All employers in NHS Scotland are required to ensure they have effective systems and arrangements in place to discharge their AFC Job Evaluation and Equal Pay responsibilities. They are accountable to their Area Partnership Forums for ensuring compliance with the AFC Job Evaluation policy and the AFC Job Evaluation Handbook. Specific actions include:

- Working in partnership at a local level to develop, agree and implement processes and procedures to support AFC job evaluation. This may include providing guidance, templates and job evaluation administrative support.

- Ensuring that appropriate records and information is kept on the NHS Scotland TURAS Job Evaluation System enabling the monitoring of their job evaluation activity.

- To complete the annual Job Evaluation Performance Report in accordance with STAC Letter (TCS03)2019.

4.2 From a NHS Scotland governance perspective STAC are responsible and accountable for enabling and ensuring that all NHS Scotland organisations apply Job Evaluation in accordance with the AFC terms and Conditions of Service. To support this responsibility they have created a Job Evaluation Sub Group which includes representation from management and staff-side organisations. The sub group's main role and responsibility is to facilitate good governance and consistency in AFC Job Evaluation practice across all NHS Scotland Boards. The sub group develops and implements an agreed programme of work, providing regular reports to STAC.

4.3 In the event of disputes that cannot be resolved at local Board level they should be referred to STAC who will offer support and assistance in accordance with the Blocked Matching Protocol PCS(AfC)2008/10.

5. National Matching/Evaluation

5.1 National matching/evaluation will generally be required in the following circumstances:

1. New posts created to support regional initiatives or service provision, shared services initiatives.

2. New posts developed centrally for use across NHS Scotland.

5.2 In (1) above, there must be consultation with all parties involved, including staff-side organisations, and agreement reached on job descriptions for new roles. The Boards involved can agree a nominated Board to complete the job matching/evaluation exercise and any subsequent reviews. The outcome will then be adopted and implemented by all employers.

5.3 In (2) above, where new roles are being developed centrally, these should be referred to the STAC JE Group who can provide support and advice on the development of job descriptions and benchmarking against existing roles in NHS Scotland or elsewhere in the UK.

5.4 For posts that meet the criteria set out in (2) above, agreed job descriptions should be submitted to the STAC JE Group for matching or evaluation.

5.5 The STAC JE Group will commission matching or evaluation and consistency checking support.

5.6 Following completion of the job matching/evaluation process the grading outcome will be notified to Boards and must be applied locally where the roles are carried out as described in (2) above.

5.7 When posts can be adapted for local use as described in (2) above, core job descriptions and matched job reports will be issued to Boards to allow local matching/evaluation to take place to ensure that the role undertaken is rewarded appropriately and in line with the AFC Job Evaluation scheme.

6. Policy review

6.1 This policy will be reviewed every two years by the STAC Job Evaluation Sub Group to take into account any legislative or job evaluation terms and condition changes. Any amendments to the policy will be proposed to STAC for agreement.

Glossary of terms

AFC - **A**genda **f**or **C**hange is the NHS pay system for all staff directly employed by NHS Health Boards with the exception of some very Senior Managers and staff within the remit of the Doctors' and Dentists' Review Body.

Consistency checking - The quality and consistency of all panel decisions is confirmed by a process of consistency checking, which also undertakes monitoring of outcomes across the organisation. Matching and evaluation outcomes are checked for consistency before being approved.

JE - Job Evaluation

Job matching is an analytical way of evaluating as many jobs as possible to nationally evaluated profiles in the most efficient manner possible, avoiding the need for many evaluations.

Job matchers - management and staff-side representative members, who must have been trained in the NHS Job Evaluation Scheme and the avoidance of bias, and who are committed to partnership working. Job matchers take part in panels to match jobs using national profiles.

Job Evaluation Scheme – this includes the factor plan and detailed processes to carry out job matching, local evaluation and consistency checking. The Job Evaluation Handbook outlines the scheme and is regularly updated for application on a UK basis.

Local evaluation is the process used to evaluate jobs that do not match to a national profile.

National Profiles work on the basis that there are posts in the NHS which are standard and have many common features. The job evaluation scheme uses a common language and a common set of terms to describe all jobs. It uses these to highlight similarities between jobs. NHS jobs can be matched to nationally evaluated profiles, based on information from job descriptions and additional information. Having national job profiles also provides a framework to check the consistency of local evaluations.

National profiles are organised in job families and sub-job families (occupational groupings) and are regularly reviewed and updated.

NHS – National Health Service

(In) Partnership – This describes the requirement for employers to work with the range of staff side organisations to achieve common goals and objectives in NHS Scotland. In the context of job evaluation, this means consulting and agreeing on job descriptions, working jointly on matching and evaluation panels, consistency checking and agreeing local practice to implement the JE Scheme.

Reviews – In the event that groups of staff or individuals are dissatisfied with the result of matching or evaluating they may request a review of the outcome.

STAC – Scottish Terms and Conditions Committee

Staff-side – This term is used to describe a range of professional organisations and Trade Unions who represent staff employed in NHS Scotland.

Staff-side representatives – describes accredited employee representatives who belong to professional organisations and Trade Unions.