

## **JOB EVALUATION PROCESS**

### **Introduction**

In 1997 a Single Status agreement was made between local government and trade unions to streamline all pay scales into one and prevent inequalities in pay. 'Single Status' refers to this one pay scale. To get all workers onto the same pay scale for the purposes of Single Status, councils were required to evaluate every job type by the same set of factors to establish which jobs should be regarded as at the same level as each other and therefore should receive the same rate of pay.

Implementing Single Status at PCC had two main elements:

- A review of pay terms and conditions of service (known as the Local Pay Review)
- Implementation of a job evaluation scheme

The decision to select the JESS (Job Evaluation Support System) evaluation scheme was agreed by all members of the Joint Steering Group in 2005. The group unanimously agreed that the contract be awarded to The Reward Partnership and that a single scheme (JESS) would be used to cover all employees.

Portsmouth City Council is committed to the principles of equal pay for work of equal value and uses the JESS (Job Evaluation Support System) job evaluation scheme to measure the relative value of all jobs in its pay and grading structure.

During the Local Pay Review all job types in the City Council were evaluated using the JESS scheme and process. Jobs were placed in the band which containing their job's evaluation score. This scheme is now used by HR for managers to evaluate and grade all new or changed posts.

JESS is a factor-based analytical job evaluation methodology designed to allow trained analysts to evaluate all jobs within any organisation from the Chief Executive and Strategic Directors to the most junior positions.

Each of the seven factors that comprise the methodology contains a number of pre-determined levels from which the analyst must select the most appropriate one (based on a completed job questionnaire and interview) to truly represent the level at which the role sits.

Each factor has an individual matrix attached to it whereby the analyst can read off scores for each of the chosen levels. This provides a numeric number for each factor and in order to achieve the total "job score/weight" the sum of each of the individual numbers is determined.

The seven factors contained within JESS are:

- Knowledge, Skills and Breadth of Application
- Complexity and Mental Challenge
- Judgement, Independence and Impact
- Supervision of Resources and Influence
- Communication
- Physical Demands and Co-ordination
- Working Conditions and Emotional Demands

### **Transparency of the Job Evaluation Scheme**

To ensure impartiality and consistency of evaluation the full details of the job evaluation scheme are held only by a small group of HR staff who have been trained as evaluators. However, the generic band descriptors are available on IntraLINK and provide a basic description of the type of role which would sit in each band.

The Job Evaluation process is a transparent process that includes the individual job holder(s) and the manager. All posts within Portsmouth City Council are job evaluated, without exception.

A list of "Jobs by Band" is published on IntraLink so all employees have access to see how their post is banded compared to others posts within the authority. A detailed summary of Generic Band Descriptors is also published on IntraLink so employees can see the typical level of skills, knowledge and responsibilities a post is likely to have in each pay band.

The license agreement between The Reward Partnership (TRP)'s and Portsmouth City Council states under paragraph 7.4 "TRP acknowledges and agrees that PCC may provide information relating to the system (JESS) to those persons whose jobs have been evaluated using the system PROVIDED ALWAYS THAT PCC does not disclose in full the matrices and calculation methods used within the system. The scoring and the matrices are intrinsically linked and therefore our position is that as we cannot divulge the scoring matrices the factor scores must not be released as;

- i) Without the matrices they are meaningless
- ii) The interpretation and advice from TRP is that the release of such material would potentially compromise our legal agreement

### **Grading Process**

A Job Evaluation will now be undertaken where there is:

- A new unique post whereby no comparable post already graded exists within the organisation

- There has been a change to an existing post that has resulted in a **substantial** increase or decrease in responsibility and/or duties (these are known as re-evaluations).

For a post to be evaluated the job holder and/or Line Manager will submit a completed Job Evaluation Questionnaire (JEQ) in accordance with the guidance notes. The new/revised JEQ must be signed off for approval by the Head of Service or a nominated deputy.

Completed JEQ's and up-to-date structure charts must be forwarded to the Job Evaluation Inbox. The Pay and Policy Team will log the JEQ and arrange for this to be evaluated and moderated.

### **Evaluation and Moderation**

The JEQ will be evaluated against the seven JESS Factors as detailed above.

If further clarification is needed regarding any of the information detailed in the JEQ, the JE Analyst will contact the manager of the post to gather further information. This may be a telephone call, meeting or via email.

Once the Analyst has evaluated the JEQ, structure charts and any other supplementary information gathered it is passed on to another trained analyst for moderation. The moderator considers the scores from the evaluation and either agrees the band outcome or gathers further information to ensure that the post is banded correctly. In addition, the moderator will compare the post with other posts already graded within the organisation.

Once the banding is agreed between the Evaluator and Moderator, the manager of the post will be informed of the provisional band outcome.

### **Felt Fair Panel Process.**

Once a post has been through the evaluation process an analyst will take it to a Felt Fair Panel. As a minimum the Felt Fair Panel meetings are held fortnightly and it is here that the panel decide whether the pay band result 'feels fair' in comparison to other posts within the council.

The Felt Fair Panel is made up of an independent and variable cross section of employees (normally between 4 and 6) across services within the organisation. Trade Union representatives are also invited to be panel members at each Felt Fair panel; however they do not always attend. Each Felt Fair meeting has a different panel, depending on who is available to attend on that day.

Felt Fair panel members are given training in the Felt Fair Panel process and their role as a panel member. Most panel members have been attending regular FFP since the introduction of the JESS scheme.

The Felt Fair Panel will be given a job ranking list of all jobs across the council in band order. This is a list of posts that have already been through the job evaluation process and details a hierarchy of all posts within the authority.

The Felt Fair Panel are also given a list of the posts to be considered as part of the "felt fair" process which includes the following information:

- The post title
- Previous band outcome (if the post already exists)
- The new/revised band outcome
- Whether the post band has gone up or gone down
- A copy of the structure chart

The analyst provides the panel with a brief synopsis and main responsibilities of the role. The manager of the post is in attendance to answer any questions the panel may have.

The panel then considers the ranking order of all jobs in the council to assess whether the post being reviewed feels fairly banded in comparison. The panel is able to ask the manager additional questions about the post to aid them with the ranking. The panel will then either agree that it has been banded correctly or they will ask the analyst to gain further information prior to them agreeing the band outcome of the post. The decision about the banding of all posts will be determined by a majority vote of Felt Fair Panel members

The panel members' role on the Felt Fair panel is not to analyse or evaluate the post or the person in the post. Instead, they are asked to stand back and offer a common sense view to help re-assure both the council and the analysts that the results 'feel fair'.

Once an evaluation has been completed and moderated through the Felt Fair Panel, the line manager and the relevant HR teams will be notified of the outcome within 5 working days and issue any contractual changes as appropriate.

### **Grading Outcome**

If a manager or employee is not happy with the outcome of an evaluation there is no recourse to a formal appeals panel as in the case of the organisations formal action policies. However, all posts are moderated by a separate evaluator and further moderation is undertaken by the Felt Fair Panel.

In addition if an employee feels their job role should be re-evaluated due to the fact that there has been a substantial change to the job role since the last time it was evaluated, or that something substantial has been overlooked from the original evaluation then the individual should raise this with their line manager and if the line manager agrees with the employee then the manager can complete a 'Request to Re-evaluate Form' (as per the grading policy), stating what the significant changes to the post are since it was last

evaluated. This should be sent to the Job Evaluation Inbox. Re-evaluations will only be undertaken where the Head of Service or a nominated deputy agrees.

An evaluator will assess the form and contact the Manager where details of the post will be discussed further. At this point it will be decided whether the changes since the last evaluation have been significant enough to justify a re-evaluation.

If there have not been significant changes the post remains at its current band. If the changes have been significant, the Manager or post holder are required to complete a new JEQ form and submit it to the 'Job Evaluation' inbox in HR.

Upon receipt, HR will set up an interview with the post holder or Manager details of the post will be discussed to enable the evaluator to have a full understanding of the job responsibilities.

The results will be forwarded to the Felt Fair panel who will review where the role sits in the wider PCC structure. Following the Felt Fair panel review, the manager and employee will be advised of the outcome of the evaluation.

If a manager does not support the employee's request for a re-evaluation the employee's recourse is to raise a grievance in line with the Formal Action Policy.