

# Annex 2: Job Evaluation Policy

## Job Evaluation Policy

In order to ensure that all employees receive equal pay for like work, work rated as equivalent or work of equal value, the council has committed to maintain a pay system that is transparent, based on objective criteria and free from bias. A process known as job evaluation (JE) is the usual way of assessing the relative value of jobs to an organisation. The council applies the Hay Job Evaluation methodology as the main system for evaluating Surrey Pay roles. For further details see 'Job Evaluation and Benchmarking' guidance.

For Surrey Pay roles the council's pay and grading structure operates on a job family approach, underpinned by Hay Job Evaluation methodology. The job family approach supports career development within a job family for a particular specialist group as well as career development across the council for more generic occupational families.

The following six job families have been developed for schools:

- Business Services
- Children Learning and Educational Support
- Public Engagement
- Personal Care and Support
- Regulation and Technical
- Operational Services

Each job family consists of a number of levels, each level reflecting different skills, abilities, knowledge and experience required for the role.

Although the level of responsibility, skill or competence required to perform the duties of the role may be different across the job families, the essential nature of the activities carried out and basic skills used are similar.

The number of levels may vary for each job family depending on the scope and range of responsibilities.

Each of the levels within a job family corresponds to a Surrey Pay grade and has a pay range attached to it.

The HR Reward Team will review and update Job Families as appropriate. In addition, regular reviews will be undertaken on the outcome of benchmarking decisions to ensure that all employees are receiving equal pay for like work, work rated as equivalent or work of equal value.

# Annex 2A: Job Evaluation and Benchmarking Guidance

This guidance covers the following areas:

1. Introduction to Job Families
  2. How will roles be evaluated
  3. When benchmarking or job evaluation will be required
  4. Knowing when to benchmark or evaluate a role
  5. Benchmarking Process
  6. Job Evaluation Process
  7. What happens at the Job Evaluation Panel
  8. After the panel
  9. What happens after the school receives the job evaluation result confirmation
  10. Appeal Process
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## 1. Introduction to Job Families

Surrey County Council's pay and grading structure operates on a job family approach, underpinned by Hay Job Evaluation methodology.

The job family approach supports career development within a job family for a particular specialist group as well as career development across the council for more generic occupational families.

- **Business Functions**
- **Children Learning and Education Support**
- **Operational Services**
- **Personal Care and Support**
- **Public Engagement**
- **Regulation and Technical**

See also the **Job Families Description Overview** document.

Each job family consists of a number of levels, each level reflecting different skills, abilities, knowledge and experience required for the role. Each of the levels within a job family corresponds to a Surrey Pay grade and has a pay range attached to it.

The job families have been developed in accordance with the Hay Job Evaluation Methodology. HAY group supported SCC with this work to ensure that the job family levels were aligned with HAY. The job families also comply with the Code of practice of the English language requirement for public sector workers.

## 2. How roles will be evaluated

The criteria underpinning job families are used to determine the grade for a position (benchmarking) instead of a formal job evaluation panel. New roles are benchmarked against job family role summary descriptions and slotted onto the grade structure. This approach will determine the appropriate job family and grade level.

Formal job evaluation panels will continue for:

- Roles that do not fit within an existing job family, unique roles.
- As part of an appeals process following a benchmarking decision.

### **3. When benchmarking or job evaluation will be required**

There are three instances where benchmarking or job evaluation will be required:

1. Creation of a new role.
2. Review of a **significantly changed** role as a result of a reorganisation or restructuring.
3. Review of an existing role where, over time, **significant changes** to the accountabilities have already occurred and the role occupant is currently carrying out these changes.

**Note:** Carrying out one or two accountabilities, which also feature in a higher graded role, does not necessarily mean a benchmark to a higher level role.

For scenario 3, the role profile should be reviewed with the existing role holder(s) who should agree the new role profile before it is submitted to your Babcock HR Consultant / HR provider for sign off.

Please note that the existing role holder can only agree duties currently being undertaken and not those intended to be performed in the future. Only role profiles reflecting current duties and signed by the role occupant can subsequently be referred to an appeal panel. This is not applicable to restructures.

If a single role has more than one occupant, a decision needs to be made that the duties being carried out are the same for all role holders. In such circumstances, only one group role profile should be prepared and agreed by all role holders.

This is the preferred approach, where some flexibility of deployment of employees within such a role is called for, and all role holders have similar responsibilities. If, however, separate role profiles are called for, then separate roles must be created, since one role can only have one job evaluation or benchmarking decision.

Please note that the role can normally only be benchmarked to one grade higher or lower than the current grade. Please also note that a change in grade following a re-evaluation or benchmarking decision will not normally be backdated.

The effective change date for the implementation of any regradings are outlined below:

- i **New roles** - first of the month following the panel/benchmarking decision or on appointment, whichever is the later
- ii **Reorganisation** - either the authorised date for implementation of restructuring or reorganisation or the first month following the panel/benchmarking decision, whichever is the later
- iii **Re-evaluation** - the first of the month following the date on which the revised role profile was benchmarked/ evaluated.

#### 4. Knowing when to benchmark or evaluate a role

It is the managers' responsibility to create a role profile using the most up to date templates available for each job family or unique role.

It is also a manager's decision to determine if a role can be benchmarked. If in doubt, your Babcock HR Consultant or HR provider will be able to work with managers to confirm whether the role can be benchmarked or needs to go to a full job evaluation panel. In arriving at their decision, managers should follow the steps below:

- I. Review the information in the six job families. You might find the **Job Families Description overview** helpful.
- II. Identify which level of the particular Job Family the role sits in taking into account the knowledge, skills and abilities and experience required to perform the representative accountabilities required for the role. If the role can be benchmarked, the benchmarking process should be followed.

##### Things to consider:

- When choosing the family consider what is the fundamental purpose of the role. For example HR and Finance are all in the Business Functions family as their main purpose is to provide advice and support to the school. Whereas Teaching Assistants, are in the Children Learning and Education Support job family as their role is to support pupil learning/activities across the school to ensure pupil outcomes are met.
  - When creating a role profile consider the minimum requirements of the role not the qualities of the current role holder. Also, look at the current requirements of the role.
- III. If the role is a specialist/unique role that does not match existing job family role summaries, schools should contact their Babcock HR Consultant or HR provider who will be able to advise on whether the role can be benchmarked or needs to be evaluated at job evaluation panel. If the role needs to be evaluated at panel, the job evaluation process should be followed.

**Note:** Roles S13 and above cannot be benchmarked, these roles need to be evaluated.

#### 5. Benchmarking Process

If the role can be benchmarked, managers should complete the appropriate job family's **Role Profile Template**. Please use the most up to date electronic excel version and follow the below steps:

- i. On the "Create Role Profile" worksheet select the correct code for the role grade from the drop down menu. A number of sections will be automatically populated. You will not be able to amend these sections.
- ii. Complete the fields highlighted in yellow to put the role into context. Please follow the guidance on how to complete these fields on the "BM Instructions & Guidance" worksheet of each job family's Role Profile Template.

**Note:** The resulting role profile describes the general nature and level of work performed. It is not intended to be a detailed list of all duties and responsibilities which may be required. Annual objectives to further define the role should be developed by the line manager in conjunction with the post holder and be recorded on the appraisal form as part of the performance management process.

- iii. Send the completed job family role profile template to your Babcock HR Consultant or HR provider for final checking to ensure the local context is in line with the level description to enable the role profile to be benchmarked.
- iv. The Babcock HR Consultant or HR provider will review the role profile template and the reason for benchmarking, sign off the role profile and will email the signed off excel version back to you.
- v. Once you receive the signed off role profile from Babcock HR or your HR provider, it should be saved as a PDF (before it is shared with the employee or the role is advertised, in order that only the role profile is shown instead of the three extra worksheets).

## 6. Job Evaluation Process

If the role is unique and does not match existing job family role summaries and therefore needs to be evaluated at a job evaluation panel; managers should complete the **Panel Evaluation Role Profile Template**.

- 1 Populate all fields on the "Create Role Profile" worksheet and include a structure chart detailing where the role sits within the structure on the "Org chart" worksheet.

Please follow the guidance on how to complete the role profile on the "JE Instructions & Guidance" worksheet of the role profile template. Please also provide the old role profile if you are re-evaluating an already existing role.

- 2 Send the completed template to your Babcock HR Consultant or HR Provider who will be able to liaise with SCC HR Reward Team in terms of evaluating the role.
- 3 The Babcock HR Consultant or HR provider will review the role profile template and reasons for evaluation. They will work with the school to review the profile and submit it to SCC HR Reward Team for full evaluation at panel.

## 7 What happens at the Job Evaluation Panel

The job evaluation panel consists of three members; the chair, a schools representative and a staff representative (a nominated trade union official), who have been trained in how to apply the Hay job evaluation methodology.

Each member of the panel provisionally evaluates the profile independently. The panel measures the relative size of a role by reviewing the role profile against different criteria based on the Hay job evaluation methodology.

The profile is reviewed and scored against these criteria and the total of the scores is mapped against the Surrey Pay grades. It is therefore important that the profile is an

accurate reflection of the accountabilities for the role and the skills, knowledge and abilities needed by the post holder to deliver those accountabilities. It is also important that the profile reflects the requirements of the role, not the person who is in the role.

Please note that most of the panels are conducted virtually. Therefore, if any of the panel members does not fully understand the role the chair will seek clarification.

The chair collates the provisional evaluation from each panel member, discusses and agrees a final grade with the panel members.

## **8 After the panel**

The Chair will confirm the agreed results within two working days to the Babcock HR Consultant or HR provider who will confirm the grade to the manager. The manager can then PDF the evaluated role profile.

## **9. What happens after the school receives the job evaluation result confirmation**

The manager will need to ensure that their payroll provider is updated. For SCC this means that the School Payroll Form (SPF) is completed with the new grade/job title (where appropriate) and sent to Surrey Payroll in order that the grade and/or job title are amended on SAP.

If following job evaluation the role title, grade of the employee or the job family needs to change, a written confirmation will need to be sent to the employee(s) by the school.

Please note that where the need for evaluation has occurred because additional duties are already being performed, the role holder has the right to appeal against the outcome of a job evaluation review of their role / benchmarking decision. Appeals should be lodged within 10 working days of official notification of the panel outcome, see **appeal process** below.

**It is the manager's responsibility** to notify their member(s) of staff about the outcome of the job evaluation / benchmarking as a matter of priority, so any appeal can be registered within the time-frame established.

## **10. Appeal Process**

### **Informal stage**

If role holder believes that the grade their role has been benchmarked to or evaluated at is incorrect, they should speak to their line manager in the first instance. Managers will be able to explain why the role has been benchmarked /evaluated at that particular grade in the job family.

If the appeal is against a decision reached by the job evaluation panel, managers will also arrange for the role holder to be provided with the detailed evaluation score reached at the panel, together with a summary rationale justifying the scoring.

## Formal stage

If the role holder is not satisfied after speaking to their manager and wish to appeal formally, they may obtain support from their trade union representative.

They have **10 working days** from the receipt of the formal notification of the benchmarking/job evaluation result to register a formal appeal.

## How to register an appeal

Role holders have the right of appeal against the outcome of a benchmarking/job evaluation outcome of their role where the need for benchmarking/job evaluation occurs because additional duties are already being performed in their existing role. Appeals can be on the following basis:

1. The Knowledge, Skills & Abilities and Experience required to perform the Representative Accountabilities described in the new role profiles are at a higher grade.
2. Role holder believes that their role has been matched to an incorrect Job Family (for benchmarked roles only).

After registering their appeal, the role holder will be invited to submit a detailed case in writing within a further **10 working days** from the receipt of the formal notification of the benchmarking/job evaluation result to the Headteacher who will forward this to the SCC HR Reward team.

The written statement must indicate where they disagree with the evaluation scores and rationale and explain why they believe the post should have been evaluated differently.

In benchmarking cases role holders should set out the key outputs/accountabilities of their role and the reasons why they feel that these should be benchmarked to a higher level or another job family.

The statement must also set out the line manager's position, confirming whether they support the case.

When formulating their appeal role holders **cannot:**

- (a) In cases where the role has been evaluated/benchmarked to a higher grade, contest the actual salary to which they are assimilated on the new salary band, as long as it is 2.5% above their previous salary.
- (b) Include any changes in duties and responsibilities which have occurred since the original job evaluation/benchmarking profile was agreed, and signed.

## What happens next?

The appeal will be put forward to an appeal panel.

## **Who attends the appeal panel?**

Apart from the role holder, the other attendees would be their trade union representative/work colleague (if they wish to be supported) and their line manager. The appeals panel consists of three experienced job evaluators, the chair, a schools representative and a staff representative (a nominated trade union official) who were not involved in the previous job evaluation panel (if the role was evaluated).

## **What will happen during the appeals panel?**

The role holder will be required to answer questions on their written appeal statement and their line manager may also be asked questions in relations to the actual role. The panel will discuss and re-evaluate the role and in reaching a final score for each factor, decisions will be made by a majority, where unanimous agreement is not possible. The decision of the appeals panel will either be that:

- The grading assessed by the original Job Evaluation Panel stands or
- A new grading assessment has been placed upon the role

Role holders will receive a letter confirming the panel's decision within **5** working days of the appeals panel.

## **What if I still do not agree with the outcome of the appeal?**

The findings of the appeals panel will be final and, as the job evaluation of a role is a matter for local determination, there is no further right to appeal outside the Council.