



Shropshire Community Health

NHS Trust

Policies, Procedures, Guidelines and Protocols

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1	August 2016	Brings together separate policies on banding of new posts and rebanding. Clarity regarding process and timelines. Addition of duties of individuals in the process.

2	August 2019	Updated to: set out sections and headings, hyperlinks, job titles and flowchart. Duties updated at 2.3, 2.4, 2.6 and 2.8 (new). Paragraphs added at 3.3, 3.4, 3.5, 3.6 to provide clarity of context of the process. Paragraphs added or amended at 4.13, 4.14, 4.18 with regard to rebanding and approval. New paragraphs 4.21, 4.22 4.23 to provide clarity on the quality checking process. Outcome review renamed as appeal to avoid confusion.
3	October 2019	Rewrite to plain English and re-ordering of the sections and numbering.

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1. Introduction

- 1.1 This policy is to support all Agenda for Change staff and managers when they request to band a new post, re-band a current post or to check the banding of a post and to provide the information on how to do this.
- 1.2 The policy will help make sure that all banding criteria is applied consistently, fairly and equitably to posts and that a quality check is undertaken. It is the post and not the post-holder that is being reviewed in a re-banding application.
- 1.3 There is a nationally agreed job matching process and criteria to ensure consistency and transparency in matching posts to the most appropriate national profile and this policy works within that.
- 1.4 Posts often change and evolve over time, or new posts are developed as a need of the service or as a result of organisational change.
- 1.5 The banding system includes flexibility to recognise and reflect variations that exist between posts. The process is very detailed in considering all aspects of the role described in the job description and person specification, this is because some posts have the same or similar job titles but may involve different activities and responsibilities, so no post is matched based on the job title alone.
- 1.6 Before proposing any change to a job description the Line Manager must make sure that they have the budget in place to pay for any proposed increase in banding. The relevant Service Delivery Group Manager (or appropriate corporate manager) for the area must approve all requests for a rebanding. Requests received without approval will not be put forward for a panel.
- 1.7 The Line Manager should have discussed changes where these are significant with HR before and throughout the process of re-writing the job description, person specification so that there is organisational consistency and to avoid band drift across the organisation.
- 1.8 The Line Manager must make sure that all the wording reflects the job required by the service and not an individual post holder.
- 1.9 The majority of roles include some elements of higher and lower banded work so any small variation in this, such as covering for colleagues in roles of a higher or lower band, is not normally related to a permanent review of banding. In some cases, staff may be given opportunities to 'act up' into vacancies at a higher level; in these cases, there should be a selection process related to the appointments process.
- 1.10 It is important to note that requests for rebanding should be based on the requirements of the post, not on the actual skills and experience of the post holder. Undertaking a greater volume of work at the same band does not normally mean grounds for rebanding.
- 1.11 If there is an opportunity for additional responsibilities, the line manager must make sure that it is offered to all the team using a selection process which should be agreed with HR.
- 1.12 Remember that rebanding requests can often create anxiety for staff. To avoid this the following points should be taken into consideration by line managers:
 - Make sure all staff have a current, accurate job description, and review that on an annual basis as part of their Personal Development Review.
 - Make sure that staff are not routinely expected to perform duties beyond the remit of their job description and level of remuneration.
- 1.13 Only significant changes within a job role are likely to affect matching or evaluation. These

changes must be based on increased responsibility and not increased volume of work or length of service. When a job is identified as having changed significantly a decision needs to be made by the panel as to whether it is likely to match a national profile.

- 1.14 When a post holder requests a re-banding the line manager should clarify their role as per the existing job description, consider all the facts and then decide if a rebanding request is the way forward. Managers should advise their staff that rebanding outcomes may go up or down. Advice from Human Resources can be taken at any time.
- 1.15 Where individuals are undertaking additional qualifications they should be within an agreed personal development plan and in response to service need. This will not necessarily mean there is a need for a rebanding.

2. Duties

2.1 This section outlines the duties of various people using this policy.

- The **Chief Executive** has overall responsibility for procedural documents. Delegated responsibility for the implementation of this policy lies with the **Director of People**.
- The Deputy Director of People is responsible for making sure that this policy is implemented fairly and consistently and within the national Job Evaluation guidelines.
- **Human Resources** are responsible for developing and reviewing this policy in line with either legislation or national guidance. They will also keep a record of all jobs that have been banded.
- **Managers:** should release trained matchers within their team to take part in matching panels so that the process is carried out in a timely manner. They will follow the process, complete the paperwork and gain all necessary approvals.
- **Employees:** will follow the process outlined in this policy if they are applying for a rebanding of their post. If they are trained to match or evaluate posts they should make all efforts to be available to take part in matching panels when the Panel Administrator sends them a request.
- **Panel administrator:** will arrange matching panels that consist of management and staff side representatives in line with the national guidance. They will keep a list of all trained matchers and evaluators and keep records of panels held and their outcomes.
- **Staff side** will support the process by encouraging staff side representatives to be trained as matchers or evaluators in partnership with the HR team.
- **Job evaluation panel members** will attend panels regularly, let the panel administrator know if they have any conflicts of interest and attend training to keep their job evaluation skills up to date.

3. Process

New Posts:

- 3.1 When a new role is identified the manager will write a job description (JD) and person specification, considering the knowledge, training and experience required to undertake the role. The Trust's template job description should be used which can be found on the Trust intranet recruitment page. HR may be able to provide sample job descriptions and advise on content.
- 3.2 The job description and person specification should be sent to shropcom.jobevaluation@nhs.net and include a copy of the Data Collection form (Appendix 5).
- 3.3 A desktop panel will use this material to match or evaluate the post, depending on whether there is a suitable national profile available. This includes checking that the outcome is consistent with other similar jobs on a factor by factor basis. The manager should be able to provide further advice to the panel in the case of any missing information.
- 3.4 The result will then form the provisional pay band (interim outcome) for the post.
- 3.5 Should the manager be dissatisfied with the result they should liaise with Human Resources to see if additional information is needed.
- 3.6 Managers should allow a reasonable period of time for the job to 'bed down', this may vary according to the nature of the job. Some posts may need a period of a few months, while others may be subject to seasonal variations requiring a full year to determine the full job demands. It is recommended that this process should not exceed a period of 12 months after the postholder has commenced in the new post.
- 3.7 Once the full demands of the post are clear, managers should send the revised job description and person specification to shropcom.recruitment@nhs.net to be assessed using the matching or evaluation procedure as appropriate. (Please see section on rebanding)
- 3.8 The application of the Job Evaluation outcome would be backdated to the start date of the new job.

Rebanding requests

- 3.9 Where a post holder and their manager have agreed that the post has changed, and amended the job description and person specification and where significant changes are identified, the manager will ask for approval for a rebanding request to go forward.
- 3.10 Where there are no significant changes to the job description and person specification, this will not proceed to a rebanding panel but will fall under the band checking process.
- 3.11 The manager sends the following information to shropcom.jobevaluation@nhs.net
 - Approval from the SDG/Corporate Manager
 - Revised job description and person specification. See the guidance at Appendix 3.

- The revised job description should be signed by both the line manager and the employee(s);
 - The previous job description and person specification;
 - The previous matched job report or evaluation report received;
 - Clear reasons for the change;
 - Indication of the banding criteria reference that is being sought, e.g. copies of relevant national profiles
 - If available, benchmarking of other posts used in arriving at the recommendation for re-banding;
 - A note of any retention issues relevant to the post and a note of any alternatives that may have been considered apart from re-banding the post.
 - A completed data collection form (Appendix 5)
- 3.12 Documents should be sent electronically to jobevaluation@shropcom.nhs.uk
- 3.13 The Panel Administrator will check that all the necessary documents are submitted and if any are missing they will ask the manager for the missing information. A panel will be arranged once all the documentation is completed.
- 3.14 Managers may be contacted by the panel for any clarification questions and should be available as requested by the Panel Administrator when they know the date of the panel.
- 3.15 Any re-banding outcome will take effect from the date on which the original application to the immediate manager is made in writing/email, or alternatively as agreed between the employee and their manager. If there is no matched outcome from the panel, the post will be sent for Job Evaluation – the postholder will need to complete a Job Evaluation Questionnaire. (please see Appendix 2 for a guide to the matching process.)

Quality Assurance and Consistency checking

- 3.16 Where there has been a matched outcome this will go forward to a Quality Assurance panel for quality and consistency checks prior to release to managers and job holders. The QA panel will consist of the management and staff side leads for job evaluation in the Trust (or their deputies).
- 3.17 A QA panel will:
- Check consistency of banding within the job family across roles in the Trust
 - confirm the banding decision; or
 - refer the role back to a panel with detailed queries or comments.
- 3.18 If it becomes apparent during the QA process that a role may be allocated a different banding, it must be referred back to a panel.
- 3.19 Once all consistency checking is complete and any apparent inconsistencies are resolved, the outcome and documentation will be returned to the manager for dissemination to the postholder.
- 3.20 Should the postholder be dissatisfied with the outcome of the re-banding, they can Appeal (known as an Outcome Review) within 3 months of having received notification of this

outcome as per the Review Process in Appendix 4.

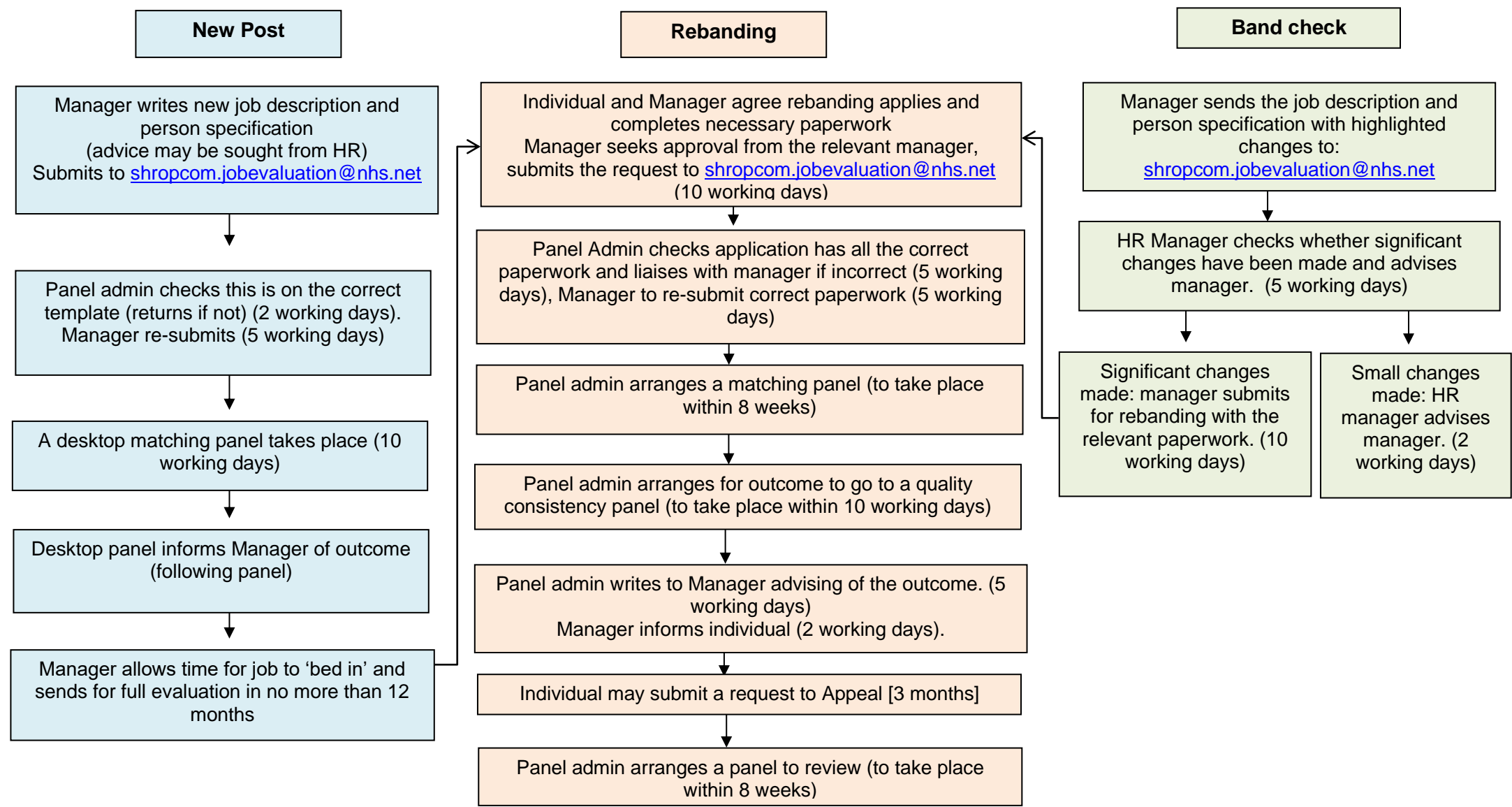
Appeal Process

- 3.21 If a member of staff appeals the outcome of the Job Evaluation Panel, and wishes to request an appeal, written reasons must be submitted.
- 3.22 If the reason for such a request is that there is evidence that was not submitted for the original evaluation, then the request should be resubmitted with the updated information and additional information.
- 3.23 A new Job Evaluation panel will evaluate the role.
- 3.24 There will be no further right to review or appeal once this procedure is exhausted.
- 3.25 Please see Appendix 4.

Banding check

- 3.26 Where a manager reviews a job description when a post is vacated or when a manager agrees with a postholder, changes to a current job description and person specification, the manager will check with Human Resources (HR) whether the changes required are significant and may change the banding of the post
- 3.27 The manager should send the job description and person specification to shropcom.jobevaluation@nhs.net clearly stating that it is for a band check. Any changes should be clearly highlighted and where possible, using the 'track changes'.
- 3.28 If significant changes have been made the manager will be informed that they need to progress using the rebanding process. HR will keep an electronic record of job descriptions that have been matched/evaluated.

Appendix 1: Flowchart of process



Appendix 2: The Job Matching and Job Evaluation Process

What is Agenda for Change?

Agenda for Change' (A4C) is the pay system for the NHS and contains the national terms, conditions and grading system for all non-medical staff in the NHS. The overall aim of Agenda for Change is to contribute to the work of making the NHS a model employer as well as enabling service redesign and so improve patient care.

Briefly, A4C provides for:

- Equal pay for work of equal value
- An objective and constructive way of grading jobs
- An opportunity to create new kinds of jobs and more flexible roles

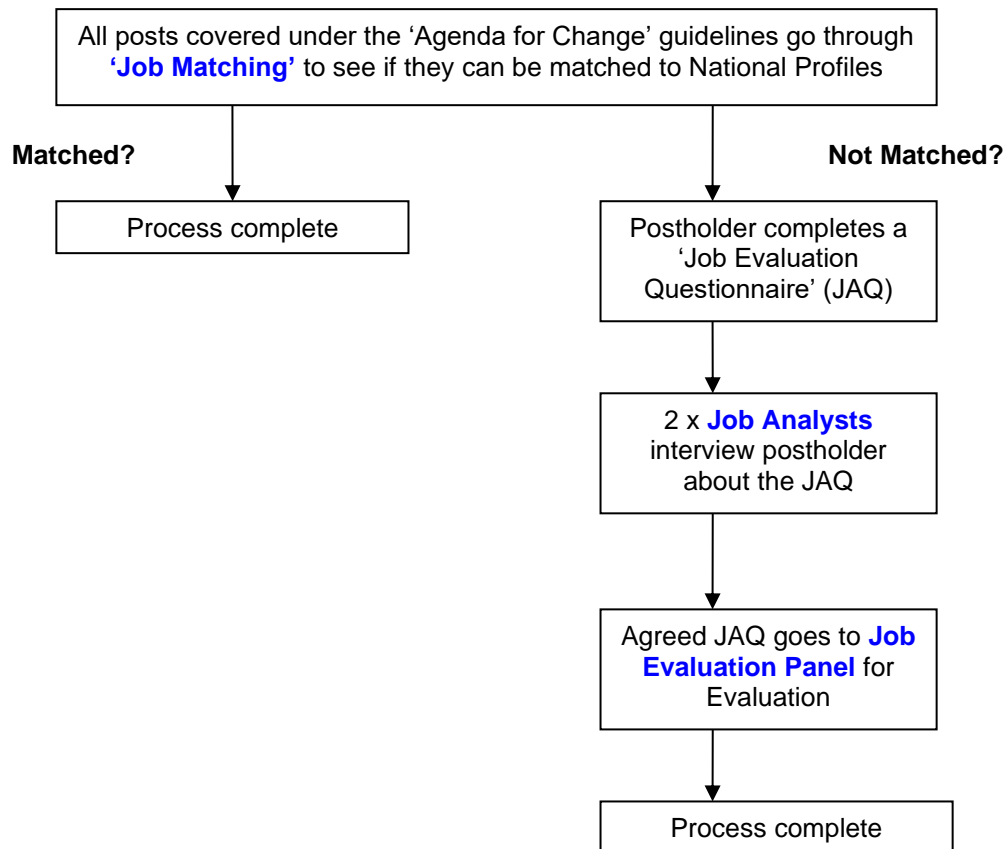
How does it work?

Under this system, basic pay is determined on the basis of job weight, which is assessed using the NHS job evaluation scheme which measures 16 key activities that cover:

- The knowledge and skills required to do the job.
- The responsibilities involved.
- The physical and mental demands imposed by the working environment.

What are the main parts of Agenda for Change?

Note: the following diagram provides a brief overview of the process. For more detailed information, please refer to Human Resources.



What is Job Matching?

A number of National Job Profiles have been established in joint partnership with the Staff Side Associations through the Job Evaluation Working Party (JEWP). These are being regularly updated and can be seen on the NHS Employers website.

Although this is an explanatory note and not designed to describe the process in detail, briefly Job Matching Panels (ideally consisting of four members; two staff side and two management side; but a minimum of two staff side and one management side, or two management side and one staff side) are asked to consider whether the job/person specification can be matched within the agreed parameters of the 16 key activities of a National Profile. If the job can be matched, the Job Matching process is considered complete and the panel will consider the consistency of the matched outcome.

What is Job Evaluation?

When a job description and person specification cannot be matched to a national profile, the postholder(s) is/are asked to complete a Job Analysis Questionnaire (or **JAQ**). Once the initial draft of the JAQ has been completed, 2 Job Analysts (one from staff side and one from management side) meet with the postholder(s) through a Job Analysis Interview.

The Job Analysis Interview helps the postholder(s) ensure that the JAQ fully reflects the job that the postholder(s) is/are required to undertake; including the knowledge and skills required to do the job, the responsibilities involved and the physical and mental demands imposed by the working environment. The Job Analysis Interview is a supportive one designed to make sure that the postholder(s) has/have opportunities to provide examples of how the job is performed so that the Job Evaluation Panel have as much information as possible about the job.

Once signed off by the postholder(s), their manager and the Job Analysts, the JAQ is then passed

to a Job Evaluation Panel consisting of 2 staff side representatives and 2 management representatives. (3 member panels can operate, as long as there are 2 staff side and 1 management side or vice versa)

The purpose of a Job Evaluation Panel is to weight the Job Analysis Questionnaire against each of the 16 key activities as laid down in the A4C agreement.

Appendix 3: Guide to reviewing/amending job descriptions and person specifications

When reviewing your job description/person specification remember to consider the following:

- Job Titles should be readily understandable and clear
- It is helpful to include an organisation chart (with posts only – not names) showing who this post reports to and any other accountabilities the post may have.
- What is the purpose of the Job? What are its primary objectives? (This is an important part of any Job Description and should be a concise statement; a written summary which can be in point form if necessary)
- What are the main duties of the Job (Delivery)?
- Are there any supervisory or managerial responsibilities? If so, what kind?
- What other responsibilities may this Job have (for example, money, equipment, materials)?
- Is decision making part of the duties of the Job? If so, what kind of decisions?
- What kind of knowledge does this Job require (formal qualifications etc)
- What kind of skills and experience are necessary? (A reminder here that only 'Essentials' should be used. If 'Desirables' are currently on the person spec, this should be reviewed so that they can be incorporated into the 'Essentials' if necessary. 'Desirables' are considered to be potentially discriminatory and will be removed from person specifications)

Please refer to the following extract from the National Job Evaluation Handbook on 'Knowledge, Training and Experience':

"Knowledge is the most heavily weighted factor in the NHS Job Evaluation Scheme and often makes a difference between one pay band and the next. It is, therefore, important that jobs are correctly evaluated or matched under this factor heading.

The following notes are intended to assist evaluation and matching panel members to achieve accurate and consistent outcomes.

General Points

1. The level of knowledge to be assessed

1.1 The knowledge to be measured is the minimum needed to carry out the full duties of the job to the required standards.

1.2 In some cases, this will be the level required at entry and set out in the person specification, for example:

- *An accountancy job for which the person specification sets out the need for an accountancy qualification plus experience of health service financial systems;*
- *A healthcare professional job, for which the person specification sets out the requirement for the relevant professional qualification plus knowledge and/or experience in a specified specialist area.*

1.3 In other cases, however, the person specification may understate the knowledge actually needed to carry out the job because it is set at a recruitment level on the expectation that the rest of the required knowledge will be acquired in-house through on the job training and

experience, for example:

- Clerical posts for which the recruitment level of knowledge is a number of GCSEs, whereas the actual knowledge required includes a range of clerical and administrative procedures.
- Managerial posts for which the recruitment level of knowledge is a number of GCSEs plus a specified period of health service experience, when the actual knowledge required includes the range of administrative procedures used by the team managed plus supervisory/managerial knowledge or experience.

2. Qualifications

2.1 The factor level definitions are written in terms of the knowledge actually required to perform the job at each level. This is to ensure that the knowledge is accurately evaluated and no indirect discrimination occurs through use of qualifications, which may understate or overstate the knowledge required.

2.2 Qualifications can provide a useful indicator of the level of knowledge required. Training towards qualifications is also one means of acquiring the knowledge required for a job (other means include on the job training, short courses and experience). Indicative qualifications are given in the guidance notes.

This does not mean that there is a requirement to hold any particular qualification for a job to be scored at the level in question, but that the knowledge required must be of an equivalent level to the stipulated qualification.

2.3 On the other hand, if a job does genuinely require the knowledge acquired through a specified formal qualification, then this should be taken into account when assessing the job.

2.4 Where qualification and/or experience requirements for a job have changed, the current requirements should be taken as the necessary standard to be achieved. As it is the job which is evaluated, jobholders with previous qualifications are deemed to have achieved the current qualification level through on the job learning and experience.

3. Registration

3.1 State registration and registration with a professional body are not directly related to either knowledge generally, or to any particular level of knowledge, e.g. Level 5.

3.2 Registration is important in other contexts because it provides guarantees of quality, but in job evaluation terms it gives only confirmation of a level of knowledge which would have been taken into account in any event.

3.3 As it happens, many healthcare professional jobs require knowledge at Level 5, and also require state registration for professional practice. But it would be perfectly possible for other groups where there is either a higher or lower knowledge requirement for this to be associated with state or professional registration."

Finally, remember to use the most current Trust job description template.

Appendix 4: Appeal [Outcome Review] Procedure

1. Job Matching [rebanding request]:

A Matching Review can be requested if:

- there is a disagreement with the job match
and
- details can be provided to show the area(s) of disagreement **(in writing on the form attached)**
and
- the request is made within three (3) months of notification of the original panel's decision

The review will be carried out by a panel in which the members are different from the initial panel dependent on the availability of trained matchers (in cases where there is non-availability of matchers, the **majority** of panel members will be different). As with the original panel, the review panel may seek to question the Professional Advisor and/or Manager and look for any additional information they feel necessary

The panel will either:

- confirm the same match
- confirm a match to a different profile
- exceptionally, refer the job for local evaluation

There is no right of appeal beyond the second panel.

2. Job Evaluation [JAQ]

If the postholder is dissatisfied with the outcome of the local evaluation, they may request a second evaluation.

In order to do this, the postholder must provide details **in writing (using the form attached)** of where they disagree with the first evaluation.

The review and re- evaluation will be carried out by a panel in which the **majority** of members are different from the initial panel.

It is for the postholder to decide whether to use the original JAQ or submit a second JAQ; subject to the validation process (Job Analysis Process) described in this document.

The panel will confirm their evaluation decision.

There is no right of appeal beyond the second panel.

3. Queries about the Process

In the event that the jobholder can demonstrate that the process was misapplied they may pursue a grievance about the process but not against the matching or pay banding decision. This will be undertaken using the Trust's Grievance Policy.

Appeal [Outcome Review] Procedure Request Form

Name: _____

Employee No _____

Directorate _____

Contact No: _____

Email _____

I wish to request a review of the **Job Matching/Job Evaluation** (delete as necessary) of the following post

Post Title _____**Job Matching No:** _____**Date of Notification of Result** _____

Supporting Evidence (please continue on a separate sheet (s) if necessary – remembering to put your name on each continuation sheet):

I have read the Appeal [Outcome Review] Procedure and understand there is no right of appeal beyond the second panel.

Signed _____ Date: _____

Print Name: _____

PLEASE SUBMIT THIS FORM TO THE JOB EVALUATION INBOX

Appendix 5: Data collection form

Data Collection Form for Requests for REBANDING under A4C

J.D Title	
Directorate	
Department (if in addition to Directorate)	
Line Manager Name (s)	
Contact Phone Number	
Contact Email	
Professional Advisor Name (s)	
Contact Phone Number	
Contact Email	
Date when this job description and person specification is effective from	

Signed by:

Manager

Postholder (s) – more than one,
continue on separate sheet.

Personal number

Approved by:

Signed

Name

Job title

? Have you included all the information as set out in 4.16?

√

Approval from the SDG/Corporate Manager	
Revised job description and person specification.	
The revised job description signed by both the line manager and the employee (s)	
The previous job description and person specification;	
The previous matched job report or evaluation report received	
Clear rationale for the change or for the new post	
Indication of the banding criteria reference that is being sought, e.g. copies of relevant national profiles	
If available, benchmarking of other posts used in arriving at the recommendation for re-banding	
A note of any retention issues relevant to the post and a note of any alternatives that may have been considered apart from re-banding the post	

PLEASE SUBMIT THIS FORM TO THE JOB EVALUATION INBOX

