

DRAFT

# Job Evaluation (HAY) Policy & Procedure



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MALDON DISTRICT  
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## Section 1 Policy & procedure overview

### 1 Policy statement

Maldon District Council uses the Hay Job Evaluation Scheme to evaluate the pay grading for jobs within the Council. This document sets out and explains how the job evaluation scheme works.

A scheme which evaluates the grade and salary range for the post is important in terms of consistent and fair treatment of staff. It helps us as an organisation to follow equality and diversity principles and avoid equal pay issues. Job Evaluation is the means by which jobs are assessed against a number of criteria to ensure that all elements of the role are considered, resulting in them being given a score and grade.

Job Evaluations are carried out by a panel of trained and experienced evaluators; it is a systematic process for ranking jobs logically and fairly by comparing job against job to determine the relative complexity of jobs and the relative importance of what they contribute to the organisation and its purpose. The evaluating panel evaluates jobs across the organisation which they know and understand; judgement is made about the jobs contribution relative to other (different) jobs across other teams and services.

The process will apply to all new posts or for existing posts where there have been **significant** changes in existing posts duties or responsibilities.

In line with good employment practice most jobs within the council have been evaluated using a job evaluation scheme. This is to ensure that jobs are graded fairly and equitably, and that the council complies with the Equal Pay Act.

The Hay scheme is used to evaluate all jobs within the council.

### 2 Scope of this policy & procedure

- 2.1 This procedure applies to all roles of the Council where a contract of employment is issued, i.e. where the individual recruited becomes an employee of the Council.
- 2.2 Off-payroll workers are not employees of the Council and therefore are not included within the scope of this procedure. The role which an off-payroll worker undertakes may have a job evaluation score, but the worker may be paid a higher rate of pay because of the nature of an off-payroll worker and their personal hire contracts.

#### Links to other policies and procedures

- [Safer Recruitment Policy and Procedure](#)
- [Career Matrix Scheme](#)
- [Organisational Change Policy and Procedure](#)

## **Section 2 Roles and Responsibilities**

- a) Line managers are expected to ensure the application of this policy within their area by:
- Ensuring the job description is clear and concise in its remit
  - Where a job description is amended, must be submitted with clear tracked changes to assist the evaluation panel
  - Co-operate with the job evaluation panel and attend a meeting if required to do so to answer any questions on the duties of the role to allow the job evaluation panel to be clear it is rationale
  - Communicate results of evaluation to employee clearly; if the job description has been reviewed with a person already in the role
- b) Employees are expected to:
- Ensure that you have read and understood the Job Evaluation (Hay) Procedure, specifically Section 5.
- c) Human resources will:
- Provide support to managers in the use of this policy
  - Work with managers to ensure they have fully understood the changes and the purpose of the changes to the role
  - Keep clear and concise records of the evaluation panel
  - Provide the key administrative functions for the evaluation panel
  - Ensure there are always a minimum of four Hay trained evaluators
  - Arrange training for panel members
  - Ensure legislation changes are made as required

## **Section 3 When will an evaluation occur**

### **3. Reasons an evaluation may take place**

3.1 Evaluations may take place for any of the following reasons;

- A new job description has been created
- A position has been left vacant, because of this, the manager has reviewed the job description and the requirements of the job have been significantly changed or they require changing for future service delivery
- Where an employee is in post; A manager and the employee feel the job has changed significantly and because of this, have together agreed changes to the job description which are deemed to be significant
- A re-organisation / review of the Service takes place
- The Corporate Leadership Team (CLT) may request an evaluation to enable them to do a cost analysis of a Service should a review of the Service take place

3.2 The request for an evaluation must come from either the manager of the role or the recruiting manager for the vacant post or a Director.

### **4. New Job Descriptions**

4.1 When the need for a new post is identified or vacant post is changed in anyway that is considered by a Human Resources Specialist to be significant; a job evaluation must take place before the job is advertised.

### **5. Changes in Responsibilities / Duties**

5.1 It should be recognised that whilst jobs may change, the changes may not increase the level of work or responsibility. The extent of the changes must be significant, of a permanent nature and where possible be quantified. The overall assessment of 'change' in duties and/or responsibilities will take into account both increased and, if appropriate, any areas of decreased responsibility.

5.2 It is worth noting that for one role to have significant increase or decrease on the level of work or responsibility, this may have an effect on other roles within the Service which might also need to be considered as part of the evaluation.

5.3 Any request for evaluation due to change in responsibilities / duties, must come from the manager following a discussion with the employee and HR Specialist. The manager would need to update the Job Description.

5.4 Where the employee or manager are unable to demonstrate a significant change in the requirements of the post no re-evaluation will take place. In cases of dispute the decision to re-evaluate will lie with a trained HR Specialist. What constitutes the word significant is subjective so deliberately no definition is offered. However, a considered conversation between manager and an HR Specialist will be able to draw out the key differences.

- 5.5 It would not be appropriate to rescore all changes as this could create an unsustainable workload for the JE Panel.
- 5.6 It is recognised that the duties of a new posts may take some time to become firmly established and may evolve in the first few months. For this reason, jobs will not be re-evaluated in the first six months following the re-evaluation.
- 5.7 Where the job has been re-evaluated, the manager will communicate to the affected staff. The decision is final and not subject to staff appeal.

## **6. Changes to Job Families**

- 6.1 Changes in responsibilities / duties should be followed as per point 5. above; except where the role is that within a job family.
- 6.2 The following roles have been identified as being in a job family;
- Specialists DD08, RD06, SD04 & SD06 (All levels)
  - Caseworkers RD05 & DD07 (All levels)
  - Parks & Countryside Officers DD13 (All levels)
  - Customer Solutions DD05 (All levels)
  - Community Engagement DD06 (All levels)
  - Maintenance DD12 (All levels)
  - Electoral Services RD04 (All levels)
  - Facilities RD08 (All levels)
- 6.3 Significant changes necessary to be made that cannot otherwise be considered as any other business for the job, will need to be carefully considered. Any change to a job description which falls within one of the above stated job families could have both a positive and negative affect on other post holders with the same job description.
- 6.4 In this instance, a trained HR specialist and the manager will need to discuss with the Director(s) of the Service to manage any impact. Some examples on how this could be managed are;
1. that a new job description is created for the sole purpose of the specific role to allow for the changes to be made OR
  2. that the changes are not considered to be significant enough and could be managed under any other business for the job and therefore no changes are made to the job family OR
  3. that the job family can be updated specifically for the specialist area without affecting others
- 6.5 A trained HR Specialist will lead on amendments to job families should the occasion arise.

## **7. Externally funded posts**

- 7.1 Where roles are externally funded they must still undergo the usual Job Evaluation process to ensure transparency and fairness across the organisation inline with the Council's pay grading.
- 7.2 To allow external business to provide funding, the cost analysis for these are key.

## **Section 4 Job evaluation procedure**

### **8. Procedure**

- 8.1 The manager should request a Job Evaluation meeting by submitting a request through Freshservice. also. The Freshservice request should include;
- The job description with clear tracked changes
  - A brief reason as to why the changes are necessary and considered to be significant
  - Career matrix where appropriate
  - Any other job description which has been affected as part of the review, with clear tracked changes
- 8.2 Whilst it is reasonable for the manager to discuss with the existing post holder, the duties of the post, the job description should be written and produced by the manager and agreed by the employees as an accurate assessment of the role.
- 8.3 If the post is intended to be a Career Grade i.e. spans several grades, the documentation should include a matrix setting out the level of responsibility and duties along with the required qualifications and skills for each level or grade. The job description should be written including full duties as if at the top of the career grade. See the Councils [Career Matrix Scheme](#) which provides a template.
- 8.4 The trained HR Specialist will arrange for the job evaluation panel to meet within 2 weeks of the request being made (where possible).
- 8.5 For every job description reviewed by the job evaluation panel, a JE Rationale template will be completed. These are saved to a secure drive and are only accessible by a trained evaluator. The JE Rationales will not be shared to individuals that are not trained in Hay methodology. The specific scoring within the Hay scheme would not be discussed.
- 8.6 The job evaluation panel may request additional information and clarification of the role, in which case it may be necessary for the manager who has submitted the evaluation to meet with the evaluation panel to discuss this.
- 8.7 The total scoring of the job evaluation panel given to the job description will be aligned to the salary scales of the Council and advised to the manager. The manager will communicate to the employee the outcome of the evaluation. The decision of the evaluation panel is final and not subject to appeal.

### **9. The Job Evaluation Panel**

- 9.1 The job evaluation panel will always consist of three Hay trained evaluators, one of which will always be a trained HR Specialist. The Director of Service Delivery is Hay trained; the job evaluation panel may from time to time liaise with him.



- 9.2 The Council commits to always having four Hay trained evaluators within the organisation. Where a trained employee leaves the Council, the existing trained employees will seek interest from across the organisation.

## **10. Job evaluation changes**

- 10.1 Evaluation decisions which result in an increase to a higher salary scale point, will be dated from the day the job evaluation panel meeting was held.
- 10.2 Where a job description has been put in place following a re-structure which required formal consultation it will not be re-evaluated until six months has passed from when the new structure was implemented. This is to ensure the role has sufficient time for the changes to embed and be clear on how the role develops.

If in this instance the evaluation increases the pay line, then pay to any employee in the post will only be backdated up to 6 calendar months from the day the new job evaluation panel meeting was held.

- 10.3 Where a job description is put at a lower salary scale point where there is a person currently in post, then the salary will be protected following the same process as outlined in the [Organisational Change Policy and Procedure](#). At the end of the protection period, the employee will transfer to the correct salary for the post occupied.

## **11. Additional Responsibility Allowances**

- 11.1 Not all changes to a job description are necessary on a permanent basis and are put in as an interim measure. Such examples might be covering a staff absence due to sickness or a key project has impacted on a role for a 3-month period.
- 11.2 In these cases, it would fall short of the level of a where a significant change to the job description is necessary or justified under Hay. An Additional Responsibility Allowance (known as ARA) would therefore be appropriate. An ARA is designed to reflect temporary changes and so should be for a fixed term reflecting the cause of the additional responsibilities.
- 11.3 Temporary refers to changes of a minimum of 1 month and a maximum of 6 months. The period can be extended for short periods by the manager in consultation with an HR Specialist however anything more than 12 months, must be assess under the JE process rather than being dealt with by ARA.
- 11.4 An ARA would not be suitable for maternity / adoption leave; these should be managed as a fixed term contract and advertised through the [Safer Recruitment Policy and Procedure](#).
- 11.5 Justification for an ARA would need to be considered by CLT and approval granted. This will be done by submitting a Vacancy Control Form (VCF) specifically for the purposes of an ARA where CLT can approve or decline the request, and finance can manage the budget for the interim additional payment. Clear reasoning will need to be detailed on the VCF.
- 11.6 Once the VCF has been approved, the manager must put this through on a Freshservice ticket for the Resources Caseworkers to notify payroll and confirm the temporary change to the employee.

- 11.7 The ARA would be in all cases an increase of two pay scale points compared to the existing pay point. This can take the post temporarily into the next pay band if necessary.

## **Section 5 The principles of the Hay job evaluations scheme**

12.1 There are some basic and overriding rules which are adhered to. These are:

- a) It is THE POST which is evaluated **not** POST HOLDERS
- b) The evaluation is based on a FULLY ACCEPTABLE level of performance by occupants of the job
- c) The job is evaluated as it exists TODAY not what is anticipated in the future
- d) Present pay, status or grading are not RELEVANT
- e) The scheme does not benchmark externally.
- f) The JE scheme does not include an appeals process

12.2 Job evaluation is a means of establishing differentials through ranking jobs. It is based on two key principles:

- a) more complex or more responsible work should receive greater compensation than less complex or responsible work otherwise there will be no incentive to acquire deep skills or assume responsibility; and
- b) there should be like pay for like work within an organisation.

The Hay Scheme is based on the analysis of three common elements, each element being measured on a separate guide chart. The elements are:

<b>KNOW-HOW</b>	The knowledge, skills and experience required for standard acceptable job performance. Know-how has both breadth and depth. A job may require some knowledge about a lot of things, or a lot of knowledge about a few things.
<b>PROBLEM SOLVING</b>	The self-starting thinking required by the job for analysing, evaluating, creating, reasoning, arriving at and drawing conclusions. Problem solving has two dimensions the freedom to think within the role and the challenge that gets presented by the thinking to be done.
<b>ACCOUNTABILITY</b>	The discretion given to the job holder either to direct resources of all kinds or to influence or determine the course of events, and his/her answerability for the consequences of his/her decisions and actions.