

# **Worcestershire Acute Hospitals NHS Trust**

## **Job Evaluation and Re-Banding Policy**

<b>Department/Service</b>	<b>Human Resources</b>
<b>Accountable Director</b>	<b>Chief People Officer</b>
<b>Review Date</b>	
<b>Changes since previous version</b>	<b>04/02/2025</b> <ul style="list-style-type: none"> <li>• Format</li> <li>• Change to colleague</li> <li>• Streamlined policy and moved some information into toolkit</li> <li>• Improved flowchart</li> <li>• Guidance on how to write a Job Description</li> <li>• Change to ensure following national guidance with consistency checking</li> <li>• Add time frame to advise it can take 3 weeks for job evaluation to be completed</li> </ul>
<b>Queries about interpretation and application of policy</b>	<a href="mailto:wah-tr.hrenquiries@nhs.net">wah-tr.hrenquiries@nhs.net</a>
<b>Target Organisation</b>	<b>Worcestershire Acute Hospitals Trust</b>

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**As a controlled document, this document should not be saved onto local or network drives and should always be accessed from the intranet.**

## What this Policy Covers

The Trust is committed to providing equal pay for equal work and to working in partnership with Trade Union (Staff side) representatives to ensure that this is delivered.

The nationally agreed Agenda for Change NHS Job Evaluation Scheme is used to determine job matching or evaluation of new posts, and re-banding applications for existing posts.

The Trust may either use internal panels for job evaluation and matching or approved external providers for job evaluation and matching who work to the same standards.

The Trust recognises that from time to time it may be necessary to create new posts or review existing bands when the duties of a particular post have substantially changed.

The procedure to be followed is set out in the **Job Evaluation Managers' Guidance and Toolkit** below.

## Scope

All colleagues, other than Doctors and Dentists and those on the VSM pay scales, will have roles assessed by a banding panel in line with the national job matching procedure (NHS Job Evaluation Handbook) in line with Agenda for Change Terms and Conditions of Service.

## Definitions

**Matching** – The procedure of matching jobs to national evaluated profiles.

**Evaluating** – The process of evaluating a job when there is no matching national profile.

## Responsibilities

### Line Managers

- Submit new posts including supporting information for evaluation in sufficient time for the role to be considered by a job evaluation panel. Please allow up to 21 days for this process to be completed. If a consistency panel is required this time additional time may be required.
- Ensure job descriptions and person specifications are written to meet the needs of the service and accurately reflect the requirements of the role, not the person.
- Ensure that staff hold a current, accurate job description and person specification which is reviewed in discussion with them on an annual basis as part of the appraisal/PDR process.
- Ensure that staff are not routinely expected to perform duties beyond the remit of their job description/ person specification.
- If it becomes necessary to substantially extend an individual's duties, this should be agreed with the individual and Executive Team approval granted in accordance with the Trust's establishment control.

- Ensure any re-banding within the team is undertaken in an equitable manner with all colleagues having fair access to opportunities for advancement. A report will be provided to JNCC on re-banding on a quarterly basis providing an overview of the numbers of roles that have been re-banded and the outcome.
- Reasonably consider all requests from team members for re-banding when appropriate.
- Provide accurate information for band matching / evaluation panels when requested.

#### **Colleagues submitting re-banding applications ('post holders')**

- Work with line manager to review job descriptions annually during appraisal process (PDR) to ensure that it accurately reflects the roles and responsibilities of the duties undertaken and the needs of the service.
- Submit re-banding applications in line with process as outlined in this policy.
- Provide accurate information for band matching / evaluation panels when requested.

#### **Trained Job Evaluation Practitioners (both internal and external)**

- Work in partnership with union representatives and management attending panels to match and evaluate jobs fairly and in accordance with the Agenda for Change Job Evaluation Scheme. Panels should comprise of two management, and two accredited Trade Union, representatives and they must:
  - Complete the required documentation accurately, clearly and comprehensively; and
  - Declare any conflicts of interest and if appropriate refer jobs to an alternative panel.
- An internal register of trained practitioners in the Trust will be maintained to ensure consistency and continuity of JE processes in the Trust. Trained practitioners should participate in refresher training on a regular basis.

#### **HR Advisory Team ('HR')**

- Provide advice, guidance and support to all colleagues on the Trust's Job Evaluation policy and procedures;
- Coordinate and quality-check all Job Evaluation submissions before sending to Third Party panel;
- Manage the appropriate storage and retention of all applications and associated documents;
- Manage the list of trained Job Evaluation Practitioners;
- Arrange internal Trust panels such as consistency checking panels and formal review panels; and
- Notifying line manager of panel decisions/JE outcomes.

## Policy in Practice

The procedure to be followed is set out in the **Job Evaluation Managers' Guidance and Toolkit** below.

### Consistency Checking

The quality and consistency of all internal and external panel decisions is confirmed by a process of consistency checking. This will be undertaken by a designated partnership pair known as the consistency checking panel (comprised of management and Trade Union (staff side) job evaluation leads who are experienced practitioners) at regular agreed intervals.

An overview of all matching outcomes will be undertaken, with a full list report being provided to the designated partnership pair.

The consistency checking panel do not substitute their own decision in place of the original matching panel's decision; the original panel should review and respond the findings of the consistency checkers.

### Review Requests

If a colleague is dissatisfied with a matching or evaluating outcome, they may request a review. The request for a review must be made within three months of the notification of the original panel decision.

Prior to formal review, colleagues are encouraged to undertake an initial informal review, the aim of this is to exchange information in an informal manner to help clarify issues and provide an opportunity for discussion and resolution.

The colleague has no right of appeal beyond the formal review panel if their complaint is about the banding outcome. Where the colleague can demonstrate the process was misapplied, they may pursue a local grievance but not against the matching or banding outcome.

Only one review may be requested in a 12-month period.

### Local Evaluation

Most NHS jobs will match to a national profile so will not need to be evaluated locally. Jobs which may require evaluating are:

- Jobs for which there is no national profile because they are unique or significantly different wherever they occur.
- Jobs where an attempt has been made to match them to one or more national profiles, but this has not proved possible.

In these circumstances, a Job Analysis Questionnaire (JAQ) will be required to be completed. This document is a NHS employers standard document which can be accessed via NHS employers site. <https://www.nhsemployers.org/publications/job-analysis-questionnaire>

## Supporting Information

### Policy Review

This policy will be reviewed every 3 years or earlier in the light of any legislative changes, developments in good employment practice and to ensure its continuing relevance and effectiveness.

### References

References	Code
Agenda for Change Terms & Conditions Handbook	Internet
Job Evaluation Guidance and Toolkit	(contained within this document)
NHS Job Evaluation Handbook	Internet
Recruitment and Selection Policy and Procedure	WAHT-HR-004

### Equality Requirements

Worcestershire Acute Hospitals NHS Trust values the diversity of the community it serves and wishes to reflect the diversity in its workforce. It is an equal opportunities employer committed to fair and equitable treatment of all its colleagues. An equality impact assessment has been taken in accordance with Trust policy and is attached as supporting document.

### Financial Risk Assessment

The financial risk assessment associated with this Policy is attached as supporting document. The financial risks associated with this Policy are in relation to any potential redundancy payments and/or protection of pay.

### Implementation Plan

This policy will be available on the Trust Intranet.

A policy briefing will be developed for Divisional Management Boards, Directorate Meetings and Worcestershire weekly.

Awareness of the Policy will be raised throughout the Trust. Job Evaluation panel members will receive approved training and must be accredited prior to sitting on any panels.

### [HR Key Documents](#)

# **Job Evaluation Guidance & Toolkit**

## Introduction

Following the implementation of the Agenda for Change (AFC) pay bands there is an on-going need for the NHS Job Evaluation scheme to be applied for determining the banding of posts and consequently staff pay rates. This guide details the process for:

The banding of new posts i.e. where a new job description is developed, and a recruitment or organisational change process is undertaken.

The re-banding of existing posts, where following significant changes, the colleague and line manager agree that the band attributed to the post may not reflect an appropriate reward for work undertaken that is consistent with service requirements.

The Job Evaluation scheme ensures that a consistent process is applied in accordance with national terms and conditions to determine the appropriate pay (band) for a particular post under AFC. The job evaluation process aims to ensure fairness and consistency of approach to determine the correct AFC banding in line with the national Job Evaluation system.

The Trust use an external company for job evaluation who use trained management and Trade union (staff side) representatives to form a panel who carry out an evaluation against a selected national agenda for change job profile <http://www.nhsemployers.org/your-workforce/pay-and-reward/job-evaluation/national-job-profiles>.

The process is co-ordinated by the Human Resources Advisory Team who will inform the line manager of the banding outcome for the post once consistency checking has taken place (see section 7 for further detail). Further information and guidance on the process can be found via the below link: [https://www.nhsemployers.org/-/media/Employers/Documents/Pay-and-reward/JE\\_Handbook\\_September2018.pdf?la=en&hash=446D1799C0885EB07B526BB92C618CAF8CFE2854](https://www.nhsemployers.org/-/media/Employers/Documents/Pay-and-reward/JE_Handbook_September2018.pdf?la=en&hash=446D1799C0885EB07B526BB92C618CAF8CFE2854)

## Creating a New Post

Flowchart of process shown in **Appendix 2**.

New posts may be developed as part of ongoing service improvement, service redesign or department restructure. This procedure should be used where a new role to the service has been created and there is no post holder in post. Where new posts or increases in band are proposed, the line manager must first seek finance and director-level approval. Further detail can be found via the below link.

[https://nhs.sharepoint.com/sites/RWP/Recruitment\\_Hub](https://nhs.sharepoint.com/sites/RWP/Recruitment_Hub)

It may not always be necessary to develop or arrange a panel to review a new job description for a new role. Where there is a similar role in existence in the Trust the job description and band of that post may be adopted for the new post. In this instance HR may undertake a 'desktop' matching exercise. It may still be appropriate to use the existing banding of the role even where there are small changes between the old and new job description.



When the need for a new post is identified, the line manager is required to write a job description and person specification. The job description must accurately reflect the duties and responsibilities, skills and competencies of the role and the person specification must accurately reflect the knowledge, qualifications, training and experience required to successfully undertake the role. The skills and attributes listed as essential in the person specification must be relevant to the duties required of the job. The job evaluation process is designed to evaluate the skills and qualifications/expertise for the role.

The job description and person specification should be written in Trust format. These documents can be found on the Trust intranet in Recruitment and Selection policy and advice is also available from the Recruitment team:

[https://nhs.sharepoint.com/sites/RWP\\_Recruitment\\_Hub](https://nhs.sharepoint.com/sites/RWP_Recruitment_Hub)

The manager is then required to complete the New Post Request Application Form (**Appendix 1**) and then send electronically, with the final job description, person specification and organisation structure chart, to [wah-tr.jobmatching@nhs.net](mailto:wah-tr.jobmatching@nhs.net) for processing. ***It is essential that financial and Director-level approval has been sought prior to these documents being sent to HR.***

## Third Party Fee Structure

The Trust uses an external third party for the majority of Job Evaluation applications. A fee for this service is rechargeable to the Division the job is placed within. The Trust regularly carry out quality and consistency checks on decisions made by third party panels to ensure a robust standard is maintained.

## Banding Outcome

The HR Advisory Team will inform the line manager of the banding outcome once the post has been reviewed by a consistency checking panel. They will also send a job matching report to the line manager which clearly identifies the scores and comments made by the panel. This outcome will form the pay banding for the post.

Once this has been received the manager can commence the recruitment process in the normal way. Further information can be found at [https://nhs.sharepoint.com/sites/RWP\\_Recruitment\\_Hub](https://nhs.sharepoint.com/sites/RWP_Recruitment_Hub) or contact the recruitment team at [wah-tr.Jobs@nhs.net](mailto:wah-tr.Jobs@nhs.net).

If you are dissatisfied with the result of the job matching outcome you may request a review. A review should only be requested if you can demonstrate that incorrect or insufficient information concerning the dimensions of the job were presented to the original panel. This request must be made within three months of the notification of the original panel's decision.

## Re-banding applications

Flowchart of process is shown in **Appendix 4**.

A post holder may request that their existing job description is reviewed and amended if they believe that their role has changed significantly due to service need (**Appendix 3**). Staff cannot submit their own job description for evaluation; it must be agreed and signed off by both the line manager and the relevant Director. Any areas of disagreement should be resolved prior to submission and the final decision on the content of any job rests with the Director who must agree that there are significant changes to the job role and confirm that they have the adequate budget to action any changes that may result from the job evaluation panel.

Re-banding applications should reflect a change in level of training, knowledge, experience, responsibility and/or additional duties, not just a change in workload. The person specification would not normally change; the only exception would be where a change in duties requires additional qualifications e.g. where clinical colleagues are required to take on a new clinical procedure which requires them to undertake an additional qualification.

The post holder should discuss their request with their line manager to jointly agree whether the changes are **significant** and whether these changes are of a permanent nature and consistent with service requirements. A re-banding application will not be considered just because a post holder is now capable of undertaking additional responsibilities.

A significant change will usually be:-

- A considerable increase or decrease in knowledge, training and/or experience which is necessary for the job; or
- A considerable increase or decrease in Freedom to Act in the role.

Where an increase in banding may be possible, financial approval must be sought by a Director **before** submitting an application. Where ATR or financial approval is declined, the post holder and line manager must review the job description and day to day role to ensure this reflects the existing band.

The following documents should be sent electronically to [wah-tr.jobmatching@nhs.net](mailto:wah-tr.jobmatching@nhs.net) for processing:

- Director-approved Re-banding Review Request Form (**Appendix 3**)
- Current job description and person specification of the post holder
- Agreed revised job description and person specification preferably showing tracked changes
- Organisational Structure Chart

The HR Advisory team will notify the line manager of the banding outcome, following the consistency checking panel, as soon as reasonably practical. It is the responsibility of the line manager to communicate the banding outcome to the post holder and implement any required changes; including ensuring duties reflect the banding of the position. The outcome and a personal letter explaining the proposed pay banding and what to do in case of a disagreement, should be issued to post holders.

If the banding changes, the change should be backdated to when the post holder and manager agreed that the job had changed. In the event of a post being downgraded this will be effective from the date at which the post holder is notified in writing of the outcome of the panel.

The line manager will then complete an ESR Change Form, sending to Finance and E-Rostering (if applicable) along with a copy of the panel outcome. Where appropriate, any amendments to contract should be formally communicated and documented.

Re-banding applications may be made only once in any 12-month period. In exceptional circumstances, an additional request may be made subject to approval to the Chief People Officer.

Where there is evidence to support that a job description has been intentionally and unnecessarily enhanced to try and obtain a higher banding, the author and/or the approving manager will be held accountable and may be subject to disciplinary action up to and including dismissal.

## Review Requests

If a colleague who has requested the re-banding is dissatisfied with a matching or evaluating outcome, they may request a review. The request for a review must be made within three months of the notification of the original panel decision.

Prior to formal review, colleagues are encouraged to undertake an initial informal review, the aim of this is to exchange information in an informal manner to help clarify issues and provide an opportunity for discussion and resolution.

The informal review would consist of a meeting between the colleague and a HR team member and Trade Union representative (Staff side), both of whom are trained in matching or evaluation and able to explain the job evaluation scheme and local procedures for matching or evaluation. The colleague may request that their own Trade Union representative and their line manager attend.

Following the informal stage the colleague may:

- Withdraw from formal review because they better understand and accept the original outcome.
- Have a better understanding of the information which will be required at the formal review stage and are able to focus on those factors which are relevant to their review.

Where a formal review is still required, the review panel will operate in the same way as the original panel. The review will be conducted by a new panel with the majority of its members different from the original panel. The review panel may:

- Confirm the same match / evaluation outcome
- Confirm a match to a different profile or make a different evaluation
- Or in the case of matching reviews only, refer the job for local evaluation.

The colleague has no right of appeal beyond the formal review panel if their complaint is about the banding outcome. Where the colleague can demonstrate the process was misapplied they may pursue a local grievance but not against the matching or banding outcome.

All formal review outcomes will be subject to consistency checking before the information is released to job holder.

Only one review may be requested in a 12-month period.

## Consistency Checking Process

All job evaluation outcomes must be subject to the process of consistency checking. The quality and consistency of all panel decisions is confirmed by a process of consistency checking, which undertakes monitoring of outcomes across the organisation.

Consistency checking panels will be undertaken by Job Evaluation Leads comprising of a member of management side and a Trade Union representative (Staff side).

The panel will check the completed matching reports for quality to ensure that all boxes have been filled in and reasons given in relation to the job in question for all the factor levels awarded.

The outcomes (for each factor as well as the job as a whole) should be checked for consistency against:

- Other matches completed by the same and other matching panels.
- Other matches within the same occupational group and job family.
- Other local matches within the same pay band.
- National profiles for the same occupational group and pay band.
- Check total weighted score and rank order of jobs for the organisation.

Any apparent inconsistencies in matching should be referred back to the matching panel and/or line manager with any queries and/or comments. The consistency checkers should NOT substitute their own decision. The original panel should then review that match in question and answer any queries or make amendments to the original match as appropriate.

When the consistency checking process is complete and any inconsistencies resolved the matching outcome report should be issued to the line manager. It is the responsibility of the line manager to communicate the banding outcome to the post holder and implement any required changes; including ensuring duties reflect the banding of the position.

## Local Evaluation

Most NHS jobs will match to a national profile so will not need to be evaluated locally. Jobs which may require evaluating are:

- Jobs for which there is no national profile because they are unique or significantly different wherever they occur. This is most likely to apply to senior managerial or administrative posts and jobs in specialist areas such as IT or public relations.

- Jobs where an attempt has been made to match them to one or more national profiles, but this has not proved possible. This is most likely to apply to unusual and/or very specialist healthcare or non- healthcare roles.

In these circumstances, a Job Analysis Questionnaire (JAQ) will be completed. Appendix 6.

Local evaluation is much more time consuming than matching so it is important to ensure that a local evaluation is necessary before embarking on this route. For those jobs which do need to be evaluated locally the nationally agreed steps as set out in the NHS Job Evaluation Handbook will be followed.

## **Record and Retention**

It is important to keep good records of job matching or job evaluation and any subsequent processes, including review and re-evaluation. Evidence for banding outcomes will be documented, and audit trails of decisions be accessible should any clarification be required.

## Appendix 1

### New Post Banding Request Form

The **NHS Job Evaluation Scheme** will measure the skills, responsibilities and effort required for a job in order to allocate it to a pay band. In drafting your submission, you are encouraged to review the **NHS Job Evaluation Handbook** or **National Job Evaluation profiles**. See <https://www.nhsemployers.org/your-workforce/pay-and-reward/job-evaluation/national-job-profiles>.

If you require any assistance in completing the form, please contact HR Advisory Team or your Trade Union Representative.

#### Line Manager's Details

Name of Line Manager:

Job Title:

Email Address :

Telephone Contact:

#### Post Details

New Post Job Title:

#### Supporting Documentation Required

Please attach the following supporting documentation required for the Job Matching Panel on the Trust template:

Job Description

☐

Person Specification

☐

Structure Chart

☐

#### Comments – provide reason for new post submission

Have similar Job Descriptions/Posts in the Trust been checked?

Yes

☐

No

☐

#### Financial Approval

Please confirm if financial approval has been provided for this post

Yes

☐

No

☐

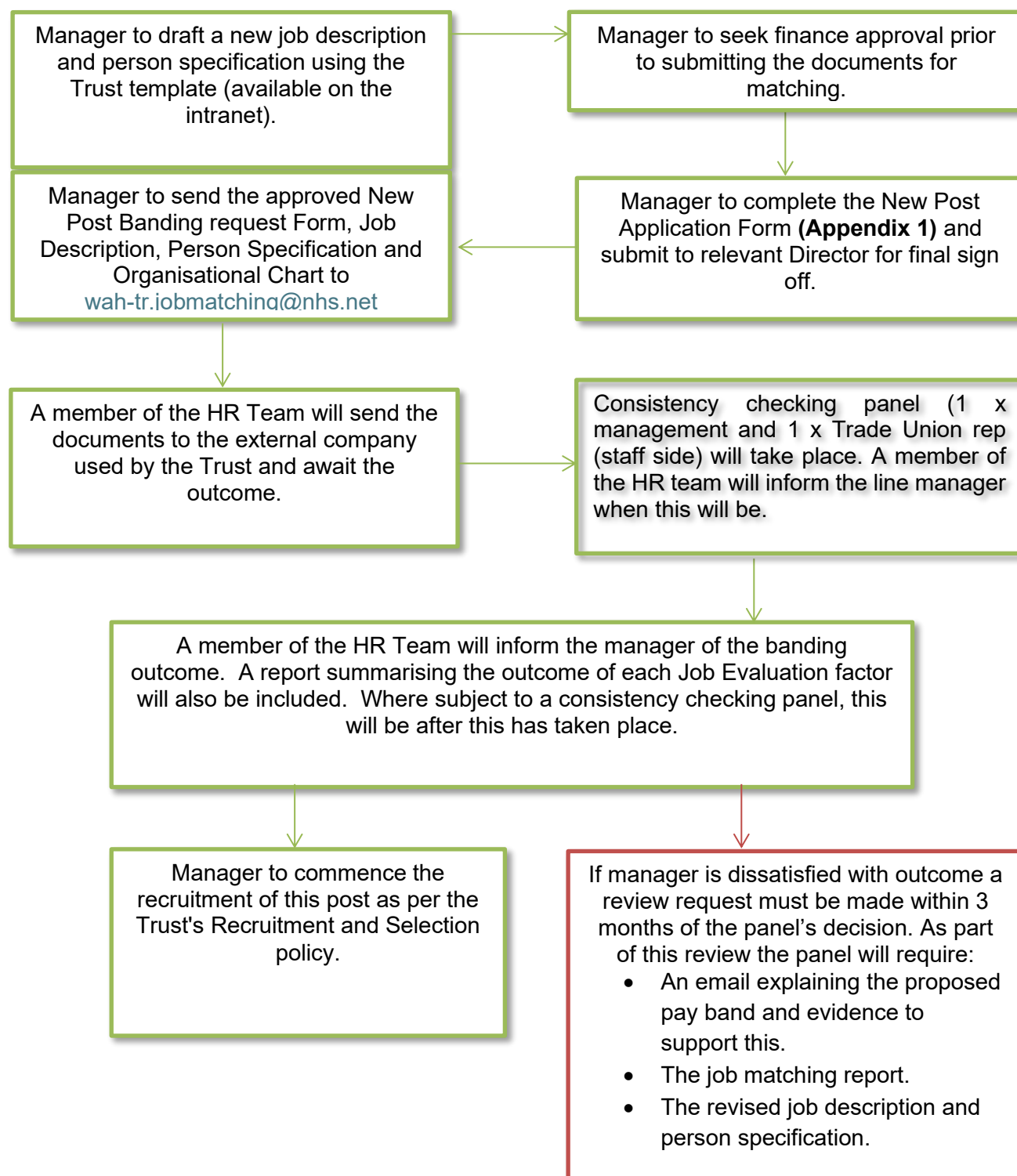
#### Director Approval

<b>Line Manager Signature:</b>		<b>Date:</b>	
<b>Director Name:</b>		<b>Job Title:</b>	
<b>Director Signature:</b>		<b>Job Title:</b>	

Please return this form electronically to [wah-tr.jobmatching@nhs.net](mailto:wah-tr.jobmatching@nhs.net)

## Appendix 2

### New Post Banding Process





## Appendix 3

### Re-Banding Review Request Form

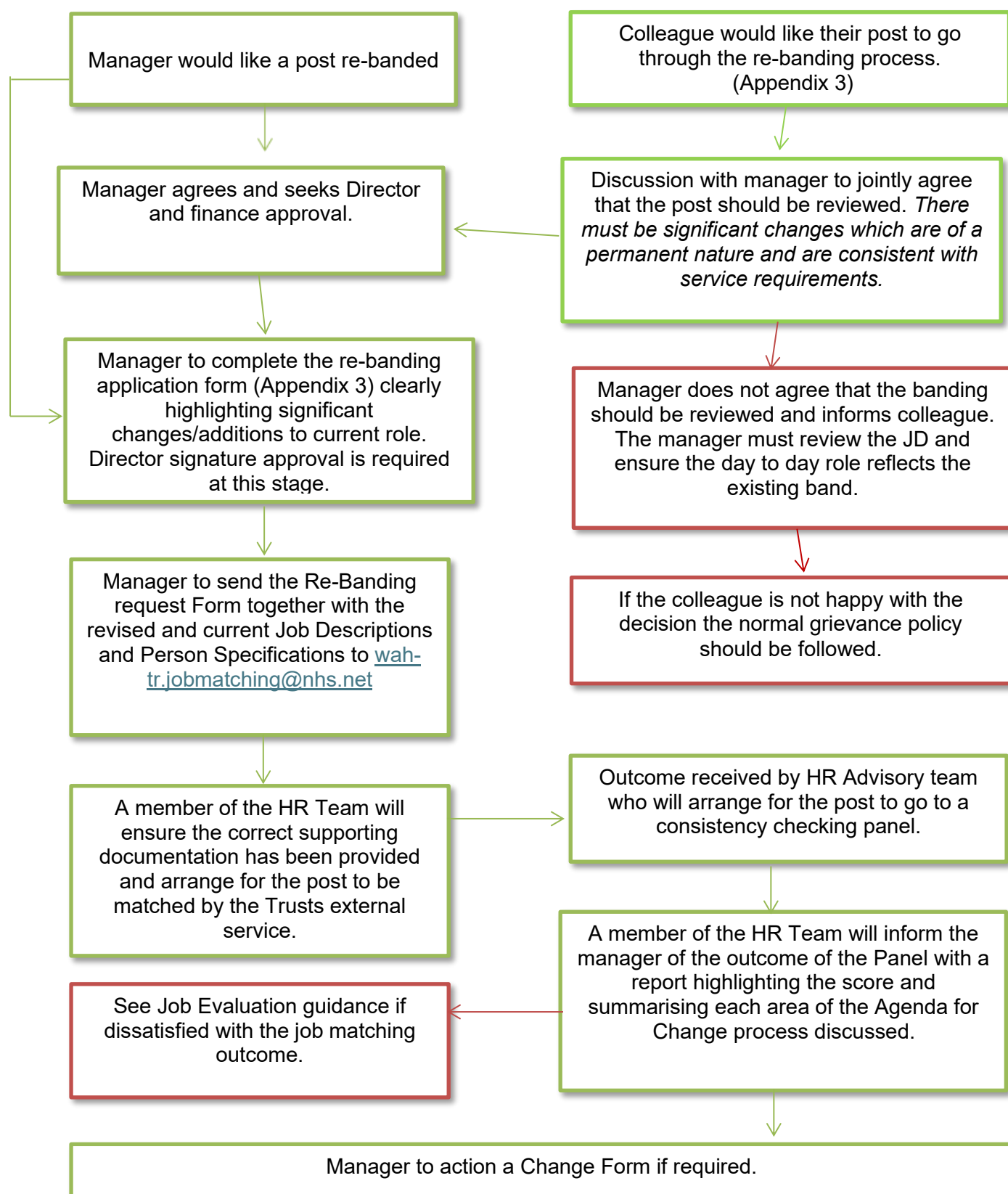
Current Post Holder Details	
Name:	
Job Title:	
Current Banding:	
Date of Appointment to current post:	
Name of Line Manager:	
<p>The <b>NHS Job Evaluation Scheme</b> will measure the skills, responsibilities and effort required for a job in order to allocate it to a pay band. In drafting your submission, you are encouraged to review the <b>NHS Job Evaluation Handbook</b> and/or <b>National Job Evaluation profiles</b>. See <a href="https://www.nhsemployers.org/your-workforce/pay-and-reward/job-evaluation/national-job-profiles">https://www.nhsemployers.org/your-workforce/pay-and-reward/job-evaluation/national-job-profiles</a>.</p> <p>If you require any assistance in completing the form, please contact HR Advisory Team or your Trade Union Representative.</p>	
Re-Banding/Review Details	
<p><i>Detail below your evidence to support your request for a re-banding review.</i></p> <p><i>Changes should be clearly referenced against the current job description which should also be attached.</i></p>	
<p><b>Supporting Documentation:</b> Please attach the below supporting documentation which is required to process your application:</p> <p>Current Job Description <input type="checkbox"/></p> <p>Current Person Specification <input type="checkbox"/></p> <p>New Job Description <input type="checkbox"/></p> <p>New Person Specification <input type="checkbox"/></p> <p>Department Structure <input type="checkbox"/></p>	

Please indicate the effective date of the change as agreed by the Post Holder and manager:			
Have similar Job Descriptions/Posts in the Trust been checked?			
Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
<b>Financial Approval</b>			
Please confirm if financial approval has been provided for this post			
Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
<b>Post Holder Signature:</b>			
<b>Signature:</b>		<b>Date:</b>	
<b>Print Name:</b>		<b>Job Title:</b>	
<b>Line Manager Details:</b>			
Please sign below to confirm that that the current job description and person specification have been reviewed due to significant changes in the post to meet service needs.			
I also confirm that I have sought finance approval before submitting this re-banding request.			
<b>Signature:</b>		<b>Date:</b>	
<b>Print Name:</b>		<b>Job Title:</b>	
<b>Director Details:</b>			
Please sign below to confirm that that the current job description and person specification have been reviewed due to significant changes in the post to meet service needs.			
<b>Signature:</b>		<b>Date:</b>	
<b>Print Name:</b>		<b>Job Title:</b>	

Please return this form electronically to [wah-tr.jobmatching@nhs.net](mailto:wah-tr.jobmatching@nhs.net)

## Appendix 4

### Re-Banding Review Request Process



## Appendix 5

### How to write a Job Description

Having an up-to-date, agreed job description is essential in ensuring that employees and their line managers/employers have a common understanding of what is required of a job. The required information is generally set out in the form of a list of job duties, after a statement describing the key purpose of the role. Person specifications are usually drawn up to support recruitment as they list the key skills, knowledge and attributes needed for the job. The skills and attributes listed as essential in the person specification must be relevant to the duties required of the job.

The Trust has an agreed job description template to be used to ensure consistency with format and content across the Trust. The template can be found on the intranet.

A job description should be written to reflect the needs of the service and not with a particular person in mind.

Where generic job descriptions are in use, post holders and their managers must ensure that they adequately reflect the complete nature of the role and amend if necessary.

Job descriptions used by other organisations must be checked for consistency against other posts within the Trust. Please note that pay bandings determined by other organisations will not be relied upon; the Trust's own job evaluation processes must be followed.

Job titles should be self-explanatory and non-discriminatory; it should accurately reflect the nature of the job and its hierarchal position.

The job description must provide sufficient information to understand the responsibilities of the job and the skills required to do it. It should be written in direct language; avoiding abbreviations and/or explain terminology. It should include, but not limited to: -

- Details of the main purpose of the job
- Description of the skills and responsibilities needed to perform the role. Details of the tasks and responsibilities should be concise and outcome-based (explain the purpose behind the action required)
- Details of where the job fits within the overall organisation hierarchy (you could include an organisational chart)
- Details of the types of activities a post-holder is expected to do
- The level of decision making required for the role
- Level of autonomy.

Whilst the national Job Evaluation Profiles are used to assist with job evaluation practices, the profiles are not job descriptions, and you do not need to provide information on each of the factors detailed in a profile. Be cautious in copying profile phrases and language into the job description as they were not written for this purpose.