

# **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>
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<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.**

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## 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 which is attached as Appendix 1.

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.

## 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.
- 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.
- 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**

- 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 Evaluators (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:

- Complete the required documentation accurately, clearly and comprehensively.
- Declare any conflicts of interest and if appropriate refer jobs to an alternative panel.

### **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 (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.

To ensure consistency the partnership pair will undertake oversight of:

- Other matches considered by the same and other panels
- Other matches within the same occupational group / job family
- Other matches within the same pay band

Where a matching outcome is within 5 points of a band boundary, for re-band requests or where the partnership pair have any concerns arising from their oversight a more detailed review of the panel decision will be made. The designated partnership pair may refer inconsistencies or areas of concern back to the original matching panel and/or line manager for clarity. The pair do not substitute their own decision.

### **Review Requests**

If a staff member 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, staff 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 (Staff side) representative, 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 (staff side) representative and their line manager attend.

Following the informal stage the staff member may:

- Withdraw their formal review request because they better understand and accept the original outcome.
- Better understand the information which will be required by the formal panel and able to focus on those factors which are relevant to their review.

Where a formal review is still required the panel operates in the same way as 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

In the case of matching reviews only, refer the job for local evaluation.

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

All 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.

## 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.

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.

## 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

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 approval through the Trust's Approval to Recruit (ATR) process. 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 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 approval has been sought prior to these documents being sent to HR.***

## Fee Structure

The Trust uses an external company for Job Evaluation. The fee structure for 2024/25 is provided below:

Service	Charge
Job Matching (up to 10 working days)	£105
Expedited Job Matching (return within 5 working days)	£126
Job Evaluation (vacant post)	£147
Resubmitted Job matching requests: Based on	<b>Up to £105</b>
<ul style="list-style-type: none"> <li>• Minor changed based on recommendation of panel</li> <li>• Amend Job description requiring a full panel review</li> <li>• Significant reworking of Job description resulting in a further full panel match</li> </ul>	<b>£26*</b> <b>£47*</b> <b>£105*</b>
<b>Please note minimal changes are usually resolved at no additional cost</b>	
Additional services available include: <ul style="list-style-type: none"> <li>• Facilitating/participating in local Job Matching panels</li> <li>• Providing review panels for internal appeals</li> <li>• Consistency checking locally matched posts</li> <li>• Job Evaluation involving full JAQ</li> </ul>	
Costs available on request	

## 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 (see section 7 for further detail). 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 3 months of the notification of the original panel's decision.

## **Re-banding applications**

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.

Re-banding applications should reflect a change in level of 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 level of responsibility has changed **significantly** 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.

Where an increase in banding is proposed, the ATR process should be followed prior to submission to the Director. Where 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.

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.

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

- Director approved banding review application 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 (see section 4: Banding Outcome for further information). It is the responsibility of the line manager to communicate the banding outcome to the postholder and implement any required changes; including ensuring duties reflect the banding of the position.

If the banding changes as a result of re-evaluation, 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.

If a colleague is dissatisfied with the result of the job matching outcome, they may request a review (section 6). A review should only be requested if the post holder can demonstrate that incorrect or insufficient information concerning the dimensions of the job were presented to the original banding panel.

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 Director of People and Culture.

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 staff member is dissatisfied with a matching or evaluation 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 staff are encouraged to undertake an initial informal review 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 (Staff side) representative, both of whom are trained matching or evaluation and are able to explain the job evaluation scheme and local procedures for matching or evaluation. The colleague may request that their own Trade Union (staff side) representative and their line manager attend.

Following the informal stage the staff member may:

- Withdraw their formal review request because they better understand and accept the original outcome.
- Better understand the information which will be required by the formal panel and able to focus on those factors which are relevant to their review.

Where a formal review is still required the panel operates in the same way as 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

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

## **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 for any outcomes from job matching/evaluation panels where the score falls within 5 points of the points scale boundary, 1 in 10 band outcomes and all re-banding applications which result in a change of band.

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.

## Appendix 1

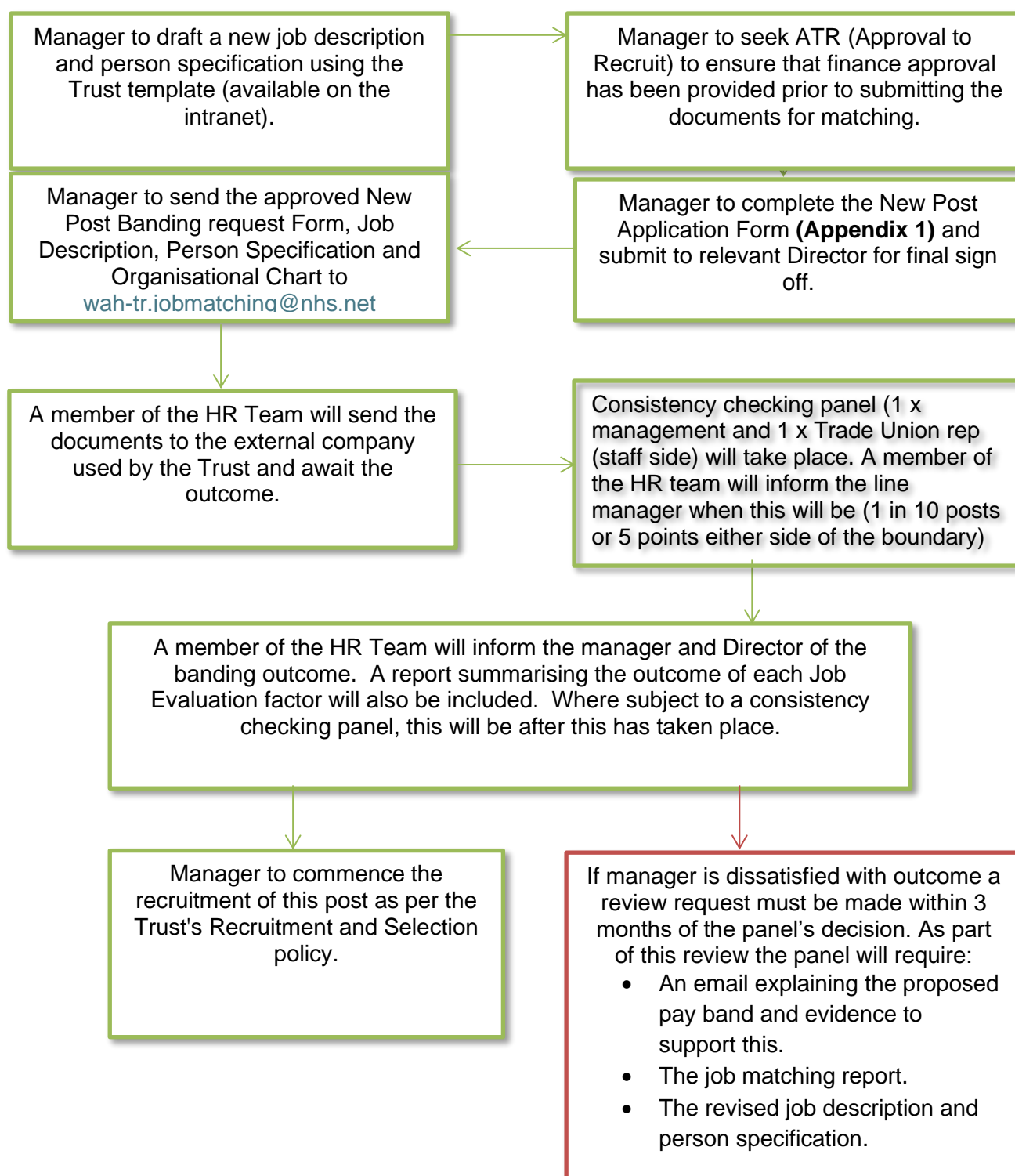
### New Post Banding Request Form

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	<input type="checkbox"/>		
Person Specification	<input type="checkbox"/>		
Structure Chart	<input type="checkbox"/>		
Comments – provide reason for new post submission			
Financial Approval			
Please confirm if Financial approval has been provided for this post via the ATR process			
Yes	<input type="checkbox"/>		
No	<input type="checkbox"/>		
Director Approval			
Line Manager Signature:		Date:	
Director Name:		Job Title:	
Director Signature:		Job Title:	

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

### Banding Review Request Form

<b>Current Post Holder Details</b>			
<b>Name:</b>			
<b>Job Title:</b>			
<b>Current Banding:</b>			
<b>Date of Appointment to current post:</b>			
<b>Name of Line Manager:</b>			
<b>Re-Banding/Review Details</b>			
<p>Prior to submitting this form you must confirm that you have reviewed each of the below 16 factors by ticking the relevant boxes shaded in grey. 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> for further detail on each factor.</p>			
1. Communication & Relationship Skills		9. Human Resources	
2. Knowledge, Training & Experience		10. Information Resources	
3. Analytical & Judgmental Skills		11. Research & development	
4. Planning & Organisational Skills		12. Freedom to Act	
5. Physical Skills		13. Physical Effort	
6. Patient/Client Care		14. Mental Effort	
7. Policy & Service		15. Emotional Effort	
8. Financial & Physical		16. Working Conditions	
<p>Please indicate what additional or different responsibilities you are now required to undertake as a part of your post and why these are now required in your department:</p>			



**Supporting Documentation:** Please attach the below supporting documentation which is required to process your application:

**Current Job Description** ☐

**Current Person Specification** ☐

**New Job Description** ☐

**New Person Specification** ☐

**Department Structure** ☐

**Colleague Signature**

<b>Signature:</b>		<b>Date:</b>	
<b>Print Name:</b>		<b>Job Title:</b>	

**Line Manager Details:**

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>	

**Director Details:**

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

### Banding Review Request Process

