

## JOB EVALUATION AND REBANDING POLICY

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Relevant Staff Group:	All staff employed on Agenda for Change Terms and Conditions of Service

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## DOCUMENT CONTROL

<b>Reference Number</b> JPS/May14/JERP	<b>Version</b> 2	<b>Status</b> Final	<b>Author</b> HR Business Partner
<b>Amendments</b>	Consolidation of Community Health and Mental Health Policies.		
<b>Document objectives:</b> This purpose of this policy is to ensure a fair and robust process for all employees in banding of posts covered by Agenda for Change Terms and Conditions of Service.			
<b>Intended recipients:</b> All Trust Staff employed on Agenda for Change Terms and Conditions of Service, but particularly Line Managers.			
<b>Committee / Group Consulted:</b> Joint Policy Review Group, JMSSC, Regulation Governance Group and Senior Managers Operational Group			
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## CONTRIBUTION LIST Key individuals involved in developing the document

<b>Designation or Group</b>
Head of HR Operations
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Regulation Governance Group
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## 1. INTRODUCTION

- 1.1 The aim of this policy is to ensure that job evaluation continues to be carried out in a fair, objective and consistent manner in accordance with the NHS Job Evaluation Scheme, which is based on a number of clear principles:
- Partnership working between the Trust and Staff side underpins this process
  - Job Matching or Evaluation is related to the post and not the individual person who happens to be in the post at any given time
- 1.2 Matching or Evaluation of a new post will be carried out based on the job description, person specification and organisational structure for the role and must be completed prior to a recruitment episode taking place. In exceptional circumstances agreement maybe authorised for recruitment to take place with an Indicative Banding attached to the post.
- 1.3 Matching occurs when trained staff, working in partnership and made up of both Management and staff side representatives, are able to match a job description to a nationally agreed profile that describes a post which is standard within the NHS and which has many common features with other similar roles.
- 1.4 Evaluation occurs only when it has not been possible to match a post against a national profile because the role is unique and / or significantly different to other similar roles elsewhere in the NHS. Posts which are unable to be matched against a National Profile will be evaluated using a Job Analysis Questionnaire (JAQ) which will be agreed by the Manager and postholder (where appropriate) with support and guidance from trained analysts / evaluators.
- 1.5 A postholder has the right to be accompanied by a trade union representative or work colleague not acting in a legal capacity at all meetings held during the evaluation process.
- 1.6 A request for a review / reband of a post may occur when:
- A new post has been created; **or**
  - Due to significant changes in the responsibilities of the post (N.B. an increase in volume of work does not justify a rebanding and will not affect the JE score), either the postholder or their manager feels that a post is incorrectly banded; **or**
  - In association with any Organisational Change project within the Trust; **or**
  - Where vacancies in the structure lead to a re-organisation of work and the need to adjust the duties of a post; **or**
  - A re-banding request initiated by an individual employee; **or**
  - A re-banding request initiated or supported by the Line Manager in respect of a post under his / her control

- 1.7 Posts will not normally be considered within 12 months of a previous matching and evaluation review unless there is clear evidence to demonstrate significant changes to the role and responsibilities, or a relevant new national profile is published.
- 1.8 A postholder in a newly banded post has the right to request a review of the outcome of the job banding if, within three months of the outcome and in agreement with their Line Manager there have been significant changes to their job.
- 1.9 The Trust and Staff side will endeavour to ensure that there are sufficient numbers of representatives trained as matchers and analyst / evaluators.

## **2. PURPOSE & SCOPE**

- 2.1 This policy applies to all Trust staff employed on Agenda for Change Terms and Conditions of Service and should be used to determine the appropriate banding for such posts.
- 2.2 The policy will ensure there is a process for banding new posts within the Trust and also ensure a clear process for rebanding posts that have changed significantly over time.
- 2.3 The policy will ensure consistency is in place in respect of job matching and job evaluation.
- 2.4 All posts will be consistency checked by a panel of 1 x Management and 1 x Staffside Representative.

## **3. DUTIES AND RESPONSIBILITIES**

### **3.1 Duties within the Organisation**

Duties in respect of the requirements of this document are as follows:

- **Trust Board** has overall responsibility for procedural documents and delegate's responsibility to the Director of HR and Workforce Development.
- **Director of HR and Workforce Development** has devolved responsibility for the operational implementation and ongoing monitoring of the Job Evaluation and Rebanding Policy. HR can also provide advice and support for Line Managers and staff in respect of this policy.
- **Human Resources Department** is responsible for the development and review of this Policy in accordance with either legislation or national guidance. The document will be reviewed every three years.
- **Line Managers** should ensure that staff feel valued and their contribution is being fairly recognised and rewarded. Managers should take consideration of the following:

- Staff should hold a current, accurate job description which is reviewed in discussion with them on an annual basis as part of the appraisal process
  - Staff must not be expected to routinely perform duties beyond the remit of their job description and Managers should not take advantage of an employee's willingness to work beyond the scope of their duties on a routine basis
  - If it becomes necessary to substantially extend an individual's duties, this should not be done unless managers can identify the funding to support it and have Executive approval
  - Any rebanding within your team must be undertaken in a fair and equitable manner with all staff having access to opportunities for advancement
- **Staff** should follow the guidance contained within this policy if you wish to apply for rebanding of your post
  - **AfC Panel Members** will attend panels as requested by the Trust throughout the Year. A panel will consist of a minimum of 3 trained Evaluators / Matchers. There will be a mixture of Management and Staff side representatives on every panel.

#### 4. EXPLANATIONS OF TERMS USED

- 4.1 AfC - Agenda for Change
- 4.2 JE - Job Evaluation is the process of comparing jobs within an organisation to determine a pay band or level and recognised in this Policy as covered by the National Job Evaluation Handbook
- 4.3 JAQ - Job Analysis Questionnaire

#### 5. JOB EVALUATION AND REBANDING POLICY

- 5.1 The Trust is responsible for the content of jobs and needs to be able to account for the costs of staffing. At all stages in the procedure the relevant Line Manager and Management Accountant will be informed of any outcome if there is an increased cost to the Partnership Trust. If no additional funding is available the relevant Director / Head of Division may request that the work that resulted in an increased Pay Band is stopped or reallocated to another member of staff.
- 5.2 The need for the banding of posts will normally arise in the following circumstances:
  - A new funded post has been created;
  - Due to significant changes in the responsibilities of the post (an increase in volume of work does not justify a rebanding and will not affect the JE score), either the postholder or their manager feels that a post is incorrectly banded;
  - In association with any Organisational Change project within the Trust
  - Where vacancies in the structure lead to a re-organisation of work and the need to adjust the duties of a post

- A re-banding request initiated by an individual employee
- A re-banding request initiated or supported by the Line Manager in respect of a post under his / her control

### 5.3 **New Roles**

- 5.3.1 When a new role is identified the manager will prepare a job description, person specification, and organisational chart, giving consideration to the knowledge, training and experience required to successfully undertake the role. The Trust's template job description should be used for this purpose which can be obtained from the Trust Intranet and advice is available from the recruitment team within the Human Resources Department.
- 5.3.2 The Manager should complete the new post banding request (Appendix 1) and attach the job description, person specification and organisational chart and send to [HRForms@sompar.nhs.uk](mailto:HRForms@sompar.nhs.uk) for processing. The Agenda for Change administrator within the Human Resources Team, will arrange a matching panel to carry out an evaluation using all 16 Factors of the job evaluation process to match the job role.
- 5.3.3 The Line Manager may be contacted by the matching panel should they require clarification of any detail or any further information in order to be able to effectively band the post.
- 5.3.4 Following a consistency checking process, the Agenda for Change Administrator within Human Resources will write to the manager and inform them of the outcome of the evaluation.
- 5.3.5 The Manager may ask for the outcome of the matching process to be reviewed if they believe there is any additional information that was not considered in the initial consideration of the banding request. There is no further appeal process and the decision of the second panel will be binding.

### 5.4 **Manager Request for Rebanding of Existing Post**

- 5.4.1 Where an employee's role has significantly changed from the original banded job description due to service realignment changes, a new job description should be written to reflect the new responsibilities of the postholder; such changes should be clearly highlighted.
- 5.4.2 In respect of an existing post, a rebanding application form (Appendix 2) should be completed to accompany the job description, person specification, and organisational chart, together with the original or previous matched job report, and should be sent, electronically, to [HRForms@sompar.nhs.uk](mailto:HRForms@sompar.nhs.uk). A rebanding application should not be considered just because the postholder is now capable of undertaking additional responsibilities. A key indicator will be whether you, as the Line Manager, now wish the individual to undertake additional duties as part of their role and should be based on service need.

- 5.4.3 If, within three months of commencement in a new post, both the member of staff and the Line Manager believe that the post has evolved and is now significantly different from the original banded job description, a request for a review should be submitted, using Appendix 2 and explaining how the post has changed and attaching a revised job description which will be re-considered by a matching panel.
- 5.4.4 When re-writing a job description, consideration should be given as to whether additional responsibility attached to one post (or a requirement for additional skills / qualifications) involves a reduction in responsibility /skills / qualifications (and therefore a decrease in banding) of other posts.
- 5.4.5 Consideration must be given as to whether a change to one job description may impact on other postholders within the Team / Trust and advice regarding this can be sought from Human Resources.
- 5.4.6 The Line Manager will be responsible for ensuring that funding is available for any rebanding and must obtain funding approval as indicated in Appendix 2.

## 5.5 **Band Check**

- 5.5.1 When a Manager wishes to make amendments to a current job description a band check process can take place.
- 5.5.2 The Line Manager should check with their HR Business Partner whether the changes required constitute minor amendments which would not have an effect on the pay band or whether the changes required are significant and may change the pay band of the post.
- 5.5.3 The Line Manager responsible for the post should complete the band check request (Appendix 3) and attach the amended job description, person specification and organisational chart, with the changes clearly highlighted and should send this electronically to [HRForms@sompar.nhs.uk](mailto:HRForms@sompar.nhs.uk) for processing.
- 5.5.4 If significant changes have been made the job description would follow the process for a rebanding request as at 5.4 and as outlined in the procedure flowchart at Appendix 4. If the job description has only had minor amendments indicated, this would progress to a consistency panel only.

## 5.6 **Individual request for Rebanding**

- 5.6.1 An employee wishing to apply for a rebanding should discuss their request with their Line Manager who should explore and identify whether the level of responsibility has increased and, if so, whether these are of a permanent nature and are consistent with service requirements.



- 5.6.2 The member of staff should complete the rebanding application form (Appendix 2) highlighting the changes to their role and grounds for their request. This should include examples of duties carried out and the level of responsibility held. The Line Manager and Head of Division / Director must indicate whether or not they support the application outlining their justification for their decision.
- 5.6.3 A revised job description, person specification and organisational structure, jointly agreed by the member of staff and their Line Manager and agreed with their appropriate Head of Division / Director, must also be submitted, together with the original or previous matched job report. All documents should be sent electronically to [HRForms@sompar.nhs.uk](mailto:HRForms@sompar.nhs.uk)
- 5.6.4 The date the documentation is submitted by the employee to their Line Manager, shall be the date used for any backdating of a successful request for rebanding. The rebanding application form should therefore be dated, on receipt, by the Line Manager.
- 5.6.5 Once a decision has been made by the Panel, and following consistency checking, the outcome will be communicated to the Line Manager, who will inform the member of staff and, where appropriate, complete a change of circumstance form. A matched job report will be provided as part of the process.
- 5.6.6 A list of all National Profiles can be accessed on the NHS Employers website [www.nhsemployers.org](http://www.nhsemployers.org)
- 5.6.7 The Agenda for Change Administrator will advise the Management Accountant of any changes to bandings.

## 5.7 **Job Evaluation**

- 5.7.1 Job Evaluation occurs only when it has not been possible to match a post against an Agenda for Change National Profile.
- 5.7.2 The job is likely to be unique and / or significantly different to other similar roles elsewhere in the NHS. Posts which are unable to be matched against a National Profile will be evaluated by the postholder, or if a new post the Line Manager by completing a Job Analysis Questionnaire (JAQ), which can be obtained from the Agenda for Change Administrator within Human Resources.
- 5.7.3 Once the JAQ has been completed a meeting will be held with two trained job analysts (one Management and one Staff side) to undertake a job analysis interview with the postholder and / or Line manager
- 5.7.4 Following the job analysis the JAQ may be amended and will need to be agreed and signed by the postholder and their Line Manager.
- 5.7.5 The completed JAQ will then be submitted to a Job Evaluation Panel for banding and will subsequently be consistency checked.

## 5.8 Hybrid Matching Procedure

- 5.8.1 The hybrid matching procedure will be used when there is a matching failure in accordance with the Job Evaluation Handbook, which results in a “No-Match” outcome. Hybrid matching is acceptable for jobs with particular responsibilities or skills which are distinct from other jobs.
- 5.8.2 If a post has been through the matching process and results in a “No Match”, the factors that have been successfully matched are deemed to be correct. The factors that have “not matched” will then be subject to job evaluation through the completion of the relevant factor sections of the JAQ, and the main tasks and organisation chart pages.
- 5.8.3 The sections of the JAQ must be signed off by the postholder and the Line Manager for existing posts, and the Line Manager for new posts and will be subject to job analysis and subsequently job evaluation. The scores from the factors subject to job evaluation will be incorporated with the factors that have been matched to achieve an overall score for the hybrid match.
- 5.8.4 At least one member of the matching panel should be present on the job evaluation panel to ensure consistency.
- 5.8.5 The hybrid procedure is appropriate when:
- Both the matching panel and postholder agree to the hybrid procedure being applied
  - Most factors have matched to the profile levels without variation. No more than three factors have two or more level variations outside of the profile range
  - Factor 2 (Knowledge Training & Experience) and Factor 12 (Freedom to Act) have matched
  - There is no other national profile that the job can be matched to and the banding outcome is nevertheless likely to fall within the same pay band as the original unsuccessful profile match
  - Please refer to Section 12 of the National Job Evaluation Handbook for further information available from:  
[http://www.nhsemployers.org/Aboutus/Publications/Documents/NHS\\_Job\\_Evaluation\\_Handbook.pdf](http://www.nhsemployers.org/Aboutus/Publications/Documents/NHS_Job_Evaluation_Handbook.pdf)
  - The Human Resources Department will be able to provide further advice regarding this process

## 6. PROCESS

- 6.1 The process of matching the job description and person specification to the national AfC profiles will be undertaken in accordance with the National Job Evaluation Handbook and results will be stored electronically to aid the process.

The AfC Administrator will assign a unique reference code to the documentation pack in preparation for a matching panel. Job descriptions will be banded in the date order they are received by the HR Department.

- 6.2 Exceptionally, jobs will be given priority if a sound business case is submitted to the Director of HR & Workforce Development.
- 6.3 A team of trained AfC Matchers (minimum 3) will meet on a regular basis to undertake panels. The panel may contact the Line Manager of the post for clarification of the job description and person specification during the process.
- 6.4 If when a panel are undertaking a rebanding and the original or previous matched job report is not available, the panel will need to review the job description, person specification and rebanding application as if it were a new job and match accordingly.
- 6.5 If it is not possible to match the job description to a national AfC job profile the job description will be referred back to the Line Manager for revision and amendment before returning to a second panel, or for a JAQ to be completed.
- 6.6 The job will then be submitted to a Consistency Checking Panel in accordance with the process outlined below.

## **7. CONSISTENCY CHECKING PROCESS**

- 7.1 All jobs that are Evaluated, Matched or Rebanded must be consistency checked. Wherever possible this will be within two weeks of the job being matched.
- 7.2 The Consistency Checking Panel will be carried out in Partnership and must consist of trained AfC practitioners. There should be a minimum of two members on a consistency panel which must consist of both Management and Staff side.
- 7.3 Posts will be checked for consistency both within the Job Family and similar positions across the Trust. Outcomes will be recorded, and paperwork maintained, within Human Resources.
- 7.4 Any inconsistencies found will be referred back to the original panel for review with notes from the consistency panel regarding which factors require further reconsideration.

## **8. TEMPORARY CHANGE IN ROLES**

- 8.1 When a temporary change of role is proposed, an assessment of the banding of the new role needs to be made. This includes instances when staff are being asked to take on extra duties or responsibilities, usually undertaken by an absent colleague. Any additional duties and or responsibilities must be incorporated into a job description that covers the postholder during this period.

8.2 Staff who are clearly acting up into a higher pay band will adopt the job description of the postholder whose post they act into and will be paid the relevant band for the duration of the acting up period. Paragraphs 6.32 – 6.34 of the NHS Agenda for Change Terms and Conditions of Service Handbook refers.

## 9. REVIEW PROCESS

9.1 If the postholder believes that the outcome of the job matching is incorrect, then it is possible to request a review, which should be submitted in writing to Human Resources within three months from the date of the notification in writing of the original panel.

9.2 In order for a review to be undertaken the postholder must provide details of where they disagree with the match / evaluation and provide evidence to support this.

9.3 A review should only be requested if the postholder can demonstrate that incorrect or insufficient information concerning the dimensions of the job were presented to the original rebanding panel.

9.4 In the case of a postholder requesting a review of a Job Evaluation Panel's decision, the postholder may submit a revised JAQ or use the original with additional or amended information hi-lighted.

9.5 The outcome of a review will be either:

- To confirm the banding by the original panel,
- To confirm a different banding, or, in the case of a matching panel, to refer the post for Evaluation.

9.6 The review will be undertaken by another panel who will have all or the majority of its members different to the original panel.

9.7 Once a decision has been made this will be communicated to the Line Manager, who will inform the member of staff of the outcome and where appropriate complete a changes form.

9.8 There will be no further right of appeal once this procedure is exhausted. However, if the postholder believes the **process** was carried out incorrectly they may pursue this through the grievance procedure. There is no right to pursue a grievance in relation to the **decision** of a Matching panel or Job Evaluation panel.

## 10. TRAINING REQUIREMENTS

The Trust will train job matchers/analysts/evaluators in accordance with NHS Employers requirements, which will be to attend a two day matching training course run in partnership with management and staff side representatives who have been appropriately nationally trained.

## 11. EQUALITY IMPACT ASSESSMENT

All relevant persons are required to comply with this document and must demonstrate sensitivity and competence in relation to the nine protected characteristics as defined by the Equality Act 2010. In addition, the Trust has identified Learning Disabilities as an additional tenth protected characteristic. If you, or any other groups, believe you are disadvantaged by anything contained in this document please contact the Equality and Diversity Lead who will then actively respond to the enquiry.

## 12. MONITORING COMPLIANCE AND EFFECTIVENESS

- 12.1 The Trust will monitor compliance and effectiveness of this policy through the Workforce Governance Group by the provision of a quarterly report which will provide details of the number of posts reviewed by panels and outcomes.

## 13. COUNTER FRAUD

- 13.1 The Trust is committed to the NHS Protect Counter Fraud Strategy – to reduce fraud in the NHS to a minimum, keep it at that level and put funds stolen by fraud back into patient care. Therefore, consideration has been given to the inclusion of guidance with regard to the potential for fraud and corruption to occur and what action should be taken in such circumstances during the development of this procedural document.

## 14. RELEVANT CARE QUALITY COMMISSION (CQC) REGISTRATION STANDARDS

The standards and outcomes which inform this procedural document, are as follows:

Section		Outcome
Suitability of staffing	12	Requirements relating to workers
	13	Staffing
	14	Supporting workers

### Relevant National Requirements

Legislation & Guidance:

Agenda for Change Job Evaluation Scheme

## 15. REFERENCES, ACKNOWLEDGEMENTS AND ASSOCIATED DOCUMENTS

### 15.1 References

AfC Terms and Conditions of Service  
NHS Job Evaluation Handbook

### 15.2 Cross reference to other procedural documents

Development & Managing Organisation-wide Procedural Documents Policy and Guidance

Grievance and Disputes Policy

All current policies and procedures are accessible to all staff on the Trust intranet (on the home page, click on 'Policies and Procedures'). Trust Guidance is accessible to staff on the Trust Intranet (within Policies and Procedures).

## **16. APPENDICES**

These appendices support the Job Evaluation & Rebanding Policy and may be subject to amendment and / or addition at any time.

Appendix 1	New Post Banding Request
Appendix 2	Rebanding / Review Application
Appendix 3	Band Check Request
Appendix 4	Agenda for Process Flowchart

**New Post Banding Request**

Line Manager's Details	
Name of Line Manager:	
Line Manager's Job Title:	
Contact details:	Landline: Mobile:
During the process you may be contacted to discuss any queries	

Post Details			
Name of New Post			
Indicative Banding	Band		
Is there an existing post already in the Trust	Yes	<input checked="" type="checkbox"/>	No
		<input type="checkbox"/>	
<p><i>If Yes, please explain the difference between this role and the existing post within the Trust and the reasons why you require this post to be banded.</i></p>          <p><i>If No, please explain the background to the role e.g. setting up of a new service / organisational change etc</i></p>			

Is there any other information you feel would be useful for the Panel to be aware of when matching this post?
<p><b>Supporting Documentation:</b> Please attach the following supporting documentation, which is required to process this request.</p> <p>Job Description* <input type="checkbox"/></p> <p>Person Specification* <input type="checkbox"/></p> <p>Organisational Chart (must show position of post within team) <input type="checkbox"/></p>

All documents listed above must be attached.

I confirm that the details given above are true and accurate.

Signed:

Date:

Print Name:

**Financial Approval Given:**

Signed:  
(Management Accountant)

Date:

Print Name:

Job Title:

**Head of Division / Director's Comments:**

Signed Approval:  
(Head of Division / Director)

Date:

Print Name:

Job Title:



**Re-Banding / Review Application**

<b>Name:</b>	
<b>Job Title:</b>	
<b>Current Banding:</b>	
<b>Date of Appointment to current Band:</b>	
<b>Name of Line Manager:</b>	
<b>Name of Head of Service / Director:</b>	

**Please describe the reason for requesting a review i.e. by referring to your *Job Matched Report, Job Description and Person Specification* please detail what has significantly changed in your job during the last 12 months**

1. Communication & Relationship Skills
2. Knowledge, Training & Experience
3. Analytical & Judgmental Skills
4. Planning & Organisational Skills
5. Physical Skills
6. Patient / Client Care
7. Policy & Service
8. Financial & Physical
9. Human Resources

10. Information Resources

11. Research & Development

12. Freedom to Act

13. Physical Effort

14. Mental Effort

15. Emotional Effort

16. Working Conditions

**Supporting Documentation:** Please attach the following supporting documentation, which is required to process your application. If you are unable to provide this information please speak to your HR Business Partner first before completing this form.

Current Job Description\*

Current Person Specification\*

Current Matched Job Report\*\*

Current Organisational Chart  
(must show position of post within team)

**Note:** \* The current job description and person specification should be jointly agreed with your manager and should accurately reflect the knowledge and skills necessary for the role rather than reflecting existing skills or personalities of individuals.

\*\*If a matched job report is not available the post will be matched as a new post

**All documents listed above must be attached. Failure to do so will affect the date of your application.**

**I confirm that the details given above are true and accurate.**

**Signed:**

**Date:**

**Print Name:**

**Job Title:**

(Postholder or Manager if completed by the Manager)

**To be completed by the Line manager:**

I support this application / I do not support this application\* because:

**Financial Approval Given:**

**Date:**

**Signed:  
(Line manager)**

**Date:**

**Print Name:**

**Job Title:**

\*Please delete as necessary. If you do not support the application, you must state your reasons why.

**Head of Division / Director's Comments:**

**Signed Approval:  
(Head of Division / Director)**

**Date:**

**Print Name:**

**Job Title:**

**Band Check Request**

Line Manager's Details	
Name of Line Manager:	
Line Manager's Job Title:	
Contact details:	Landline: Mobile:
During the process you may be contacted to discuss any queries	

Post Details	
Name of Post	
Currently Banded	Band
<i>Please explain the amendments to the post highlighted on the job description and the reasons for this band check</i>	

<p><b>Is there any other information you feel would be useful for the Panel to be aware of when checking the banding of this post?</b></p>   
<p><b>Supporting Documentation:</b> Please attach the following supporting documentation, which is required to process this request.</p> <p>Current Job Description* <input type="checkbox"/></p> <p>Current Person Specification* <input type="checkbox"/></p> <p>Current Matched Job Report** <input type="checkbox"/></p> <p>Current Organisational Chart (must show position of post within team) <input type="checkbox"/></p>

All documents listed above must be attached.

I confirm that the details given above are true and accurate.

Signed:

Date:

Print Name:

**Financial Approval Given:**

Signed:  
(Management Accountant)

Date:

Print Name:

Job Title:

**Head of Division / Director's Comments:**

Signed Approval:  
(Head of Division / Director)

Date:

Print Name:

Job Title:

**AGENDA FOR CHANGE PROCESS**

