

## **Job Evaluation**

### **What is job evaluation?**

It is an objective and systematic process for establishing the relative value of jobs. In other words it compares different jobs in the council and places each job in a rank order according to the demands it places on the job holder. It evaluates the job, not the person doing it.

### **What job evaluation system does the council use?**

The council uses the Scottish Council's Job Evaluation Scheme this has been agreed by employers and Trade Unions. The scheme is used by the council to evaluate all jobs except Chief Officers and teachers.

### **Why can't I just pay the job what I think its worth?**

To ensure that the council complies with equal pay legislation it is important that jobs are graded using an approved evaluation scheme.

### **When should a job be submitted for evaluation?**

All jobs change over time with the introduction of new technology and or legislation and these changes may not necessarily result in the job needing to be evaluated. However, if there have been significant changes to a job which have changed the levels of responsibilities, qualifications required then it is important that the post is evaluated to ensure that the correct grade is being paid.

The introduction of flexibility, multi - skilling and new operational methods may have implications on the grade of a job.

### **The volume of work has increased significantly does the post need to be submitted for evaluation?**

Posts should be evaluated where has been a "material change". Therefore, an increase in the volume of tasks will not necessarily result in a change to grade if the increased tasks are more of the same then it is unlikely there is a need to submit the post for evaluation. However, if the increase in the amount of work requires the work to be done in a different way, involves more complex processes then the post should be reviewed by the job evaluation team.

### **My job has changed, can I have it evaluated?**

All jobs change over time. If you believe that the grade of your post no longer reflects the duties/responsibilities, then you should discuss this with your line manager. Grading requests must be submitted by managers.

### **What paperwork do I need to complete?**

There are two forms that need to be completed, a grading request form and a grading questionnaire. It is important that this paperwork is completed to ensure that standard information is collected in a consistent way.

Before the post can be evaluated the grading request form must be signed by the relevant Depute Chief Executive and the Chief Executive.

A current structure chart must also be attached to the grading paperwork.

A job cannot be evaluated until all the information has been submitted.

### **What information is needed for the request form?**

The request form provides basic background information: is it a new post or a post that has changed, what are the main responsibilities of the post or what changes have there been to an existing post, how will this post benefit the council, how will it be paid for and any other information that would support the request.

### **What information is needed for the questionnaire?**

The questionnaire is divided into 4 parts

General information – this is where you can provide basic information about the job and where it sits in the structure

Job purpose – give a brief description of the job, its purpose and what you expect it to achieve, also list the main activities of the job. This information will be found in the job description

Demands of the job –where you provide information in relation to each of the factor headings. It is this information that is used to evaluate and obtain a grade for the job. The more examples you can give in relation to the factor the more helpful this is for grading. It is important that you describe the duties of the post in relation to a normal working day and satisfactory work performance.

Any other information – anything else that you think would be useful information, that hasn't been covered by the 13 Factors.

### **Why do I need both a job description and a grading form?**

A job description describes the purpose, key tasks, skills and knowledge required for the post. The grading form describes the level of responsibility associated with the job and it is this information that is used to grade the post.

### **I need to create a new job what do I need to do?**

You will need to prepare a job description and the appropriate grading paperwork and have this signed by the relevant individuals prior to submitting it for grading.

### **How long will grading take?**

From when completed and signed paperwork is submitted, your job will normally be graded within 4 weeks.

### **Are all council jobs included in the job evaluation scheme?**

No, teachers, and Chief Officers are not part of the scheme.

**My employee is over/under performing and I am not paying them what they are worth, can I get their job evaluated?**

Job evaluation is concerned with the job and not how it is performed.

**13 Factors**

**Why are the 13 factors important?**

The 13 factors are used to determine the grade of the job. The factors have been designed to provide information on the full range of duties/responsibilities associated with the job.

It is this information that the job evaluation team use to determine the points score for the job and the subsequent grade.

For each of the 13 factors the following information is required:

- Nature of demand – what type of demand is it – physical/mental
- Degree of demand – to what extent is the demand required, low/medium/high
- Frequency of demand – how often, occasionally/regularly/constantly
- Duration of demand – how long, short/medium/long

**What are the 13 factors?**

Working Environment – the conditions in which the job is normally undertaken and also exposure to other elements –noise/chemicals/fumes

Physical Co-ordination – relates to driving, keyboard skills and also the skill level required for each

Physical Effort – what is the biggest physical effort and how often is it needed?

Mental Skills – looks at need for problem solving, planning and analytical skills, does not consider concentration

Concentration – the need to maintain uninterrupted concentration, for how long and the degree of work related pressure

Communication – what type of communication is the most demanding, e.g. explaining, negotiating, what is the purpose of the communication, how much understanding of the subject do the audience have?

Dealing with Relationships – what demands are the people the post holder comes into contact with likely to place on them

Responsibility for Employees – none, supervising, managing

Services to Others – does the post holder deliver a service or assess the needs of clients? Are they responsible for applying or enforcing regulations? Are they accountable for the quality of service delivery?

Financial Resources – is handling cash involved or is it being responsible/accountable for a budget? How much responsibility, how much cash? Are they involved in the audit process?

Physical and Information Resources – looks at primary and secondary responsibilities. Are they responsible for safekeeping, maintenance, purchasing, design of resources?

Initiative and Independence – how much independence will the post holder have? How readily available is guidance/support? To what extent will their work be checked?

Knowledge – what knowledge is needed to do the job? Includes both qualifications and relevant experience.

### **What are the factor levels?**

Each of the 13 factors are divided into different levels of demand ranging from low to high. For a job demand to be assessed at a particular level it must meet all of the definitions at that level.

### **How are factor levels used?**

The factor levels for the job are translated in points and this gives the overall score for the job which then gives the grade for the job.

### **Panel**

#### **Who is on the panel?**

The panel consist of at least three trained job analysts, including the panel chair.

#### **What is the purpose of the panel?**

The panel consider all of the information contained in the questionnaire and use this to come to a consensus decision on the appropriate level for each factor.

#### **Will I have to attend the panel?**

The panel may or may not request the line manager to attend to answer questions they may have on the information submitted or for additional information to be provided.

#### **The panel have given me their decision, what happens next?**

The decision of the panel will be signed off by the HR Services Manager, your Head of Service, the relevant Depute Chief Executive and the Chief Executive.

#### **The panel evaluated the post differently to the grade requested, is there anything I can do to change it?**

If you do not believe that the grade reflects the duties/responsibilities of the post, then you can submit additional paperwork detailing any aspects of the job that either you do not think were included in the original paperwork or were not explained fully.

#### **How soon can I advertise the job?**

Once a decision has been reached and all of the paperwork has been signed off, then you can advertise the job.

**The post has been evaluated, what happens about changing salary scales for existing staff?**

Once the grading paperwork has been signed off, then you should submit a contractual change form for each member of staff affected. The date of change will be the date that the request form was signed by the Chief Executive.

**Where can I get more information?**

There is lots of useful information on mytoolkit, under Manager Information/Job Evaluation or phone a member of the Workforce Management Team who will be happy to help.