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## Job grading and evaluation procedure

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### Introduction

1. The SFC uses the Hay job evaluation scheme to evaluate jobs and to allocate them to a grade. Job analysis and job evaluation is carried out by trained personnel who will be drawn from Council staff, although in certain circumstances we may use external Hay consultants.<sup>1</sup>
2. Jobs may need to be evaluated for the following reasons:
  - The job is new, and there is no existing comparator.
  - A vacancy has arisen and the job has not been evaluated in the last 24 months.
  - Significant changes are planned or have occurred in the responsibilities associated with the job; or
  - There is a need to reassess the evaluation to check validity, usually at the request of the post holder or line manager.

### General principles

3. This procedure should be followed in as fair and impartial a manner as is possible.
4. HR has a responsibility to:
  - Ensure the correct procedure is followed.
  - Ensure timescales are adhered to.

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<sup>1</sup> External Hay consultants will be used to evaluate HR posts and posts at M2 or above.

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5. Should the outcome of the process result in changes to other jobs (e.g. if tasks are redistributed), those jobs should be re-evaluated/verified to ensure that they are at the correct grade.
  6. We would expect the whole process to take no longer than two months from completion of the job analysis description.
  7. HR will update the line manager/member of staff after each stage.
  8. Within 5 days of the evaluation outcome being established HR will inform the line manager and/or post holder of the next steps.

## Application of procedure

9. The following are the five main applications of the procedure.
  - 1) If the job is new and there is no existing comparator post in the same directorate that has been evaluated within the last 24 months, HR will arrange for it to be evaluated.
  - 2) If significant changes are planned in the responsibilities associated with the job the appropriate line manager, normally at least E3 level, will draw the case to the attention of HR after consulting senior management of the group.
  - 3) Where an individual wishes to request an evaluation of their job they must write to their line manager with a copy to HR.
  - 4) Where the line manager wishes an evaluation of a job the request must be made in writing to HR by a manager of at least E3 level.
  - 5) Where a vacancy has arisen and the post has not been evaluated in the last 24 months HR will arrange for it to be evaluated.

## Procedure

### Submission of the case

10. In cases where the job is new and there is an existing comparator, rather than going to a full job evaluation panel, the job will go through a benchmarking process. The benchmarking process involves one Hay trained HR evaluator and one Hay trained Unite Committee member verifying the new post to ensure that it is equivalent to the comparator post.
11. In cases where the job is new, and there are no existing comparators, line management in consultation with HR will draft a job analysis description detailing the responsibilities associated with the job.
12. In cases where 2b, 2c or 2d above applies, to support a case for job evaluation HR require the following:

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- A written statement from the line manager with the reasons why the job needs to be evaluated; and
  - Evidence that alternative options have been considered, for example, re-organisation of responsibilities.
13. In cases where the postholder requests a review, HR require the following:
- A written statement from the post holder outlining the reasons for the request; and
  - A statement from the line manager indicating whether they support the request or not and explaining their decision.
14. HR will decide if there is sufficient evidence to support the case for evaluation. If there is insufficient evidence, i.e. not enough information to decide whether to evaluate, or all the relevant information has been provided but does not justify an evaluation, HR will write to the line manager/applicant/sponsor (as appropriate) to either request further information or to inform them why the case cannot be progressed.

## Job analysis and evaluation

15. When it is established that an evaluation is required, a job analysis description will be completed by HR, the line manager and/or post holder, if appropriate. The HR officer involved will be a Hay trained evaluator. The job evaluation panel, made up of Hay trained evaluators, will then evaluate the job, and report its findings. The report will include the score the panel has awarded, and the rationale for awarding that score. The score will indicate if the job is currently graded at the appropriate level or not.

## Outcome of the evaluation

16. All resource changes require a decision from the Resource Request Group (RRG). HR will send the outcome of the job evaluation panel to RRG for a decision before notifying the post-holder and line manager of the outcome. Where the evaluation panel indicates that the job is currently incorrectly graded the Head of HR will consider the implications of any grade change and will, taking account of the RRG decision, take the appropriate action. Outcome options include:
- The post remaining at the same grade and the redistribution of tasks associated with the role to keep it consistent with the existing grade; or
  - Enhancing the job to match the current grade attached to it (this may also involve training for the post-holder); or
  - Regrading the job to match the job evaluation score (see para 18 below).
17. If regrading occurs management will have regard to any changes in responsibilities and other relevant factors in determining the effective date of regrading.
18. If the job is down graded to a lower grade and the individual has a salary that falls out with the salary range for the lower grade the Council will freeze the salary (red circle) for a period of three years, and then reduce the salary so that it is no greater than the

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maximum of the lower grade. Note. Pay awards will not be granted to this job during the period the salary is frozen.

## Appeals

19. If a request for job evaluation is rejected the post holder/line manager has the right to appeal to the Assistant Director of HR and OD. If the Assistant Director of HR and OD has been directly involved in the decision to reject the request the appeal will be to the Chief Operating Officer. In cases where the Chief Operating Officer has been involved in the decision making process a suitable alternative member of senior management will be identified to deal with the appeal.
20. Where a post holder/line manager disputes the report of the job evaluation panel or the subsequent decision there is a right of appeal to the Assistant Director of HR and OD. If the Assistant Director, HR and OD has been directly involved in the decision, the appeal will be to the Chief Operating Officer. In cases where the Chief Operating Officer has been involved in the decision making process a suitable alternative member of senior management will be identified to deal with the appeal.
21. In all appeal cases the decision of the Assistant Director of HR and OD/ Chief Operating Officer or other nominated senior manager (as appropriate) is final.
22. The post holder/line manager must appeal:
  - In writing;
  - Within 10 working days of receiving the decision; and
  - Stating the grounds on which they are appealing.
23. The person dealing with the appeal may interview staff, as necessary, and request documentary evidence to enable them to reach a decision. Subject to staff availability the person will, normally, respond to the appeal within 10 working days of receipt of the appeal. This response will be in writing.

## Notes

### Additional guidance for line managers

The role of the line manager in providing information about a job evaluation case is significant. The line manager has a responsibility to discuss fully any job evaluation issues with the post holder and their senior line management, including the relevant Director, before proceeding with the job evaluation process.

### Guidance

Staff or line managers seeking clarification or guidance on this procedure should contact Human Resources.

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Separate guidance for job evaluation panels has been produced to help inform the work of evaluation panels. This guidance has the standing of recommended practice but is not contractually binding. It can be found [here](#).

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## Document history

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This Policy and Procedure is a contractual document. It is negotiated between Management and Unite collectively on behalf of staff.

Version number	Changes	Date
1.0		17/05/2015 Ratified by JNCF
1.1	Job titles updated.	24/04/2024