

JOB EVALUATION POLICY

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NORFOLK
CONSTABULARY



SUFFOLK
CONSTABULARY

JOB EVALUATION

Owning Department: People Directorate

Department SPOC:

Risk Rating: Medium Low

Legal Sign Off: Alison Ings 03.05.24

JNCC: June 2024

Published Date: 06/06/2024 (v1.2)

Review Date: 06/06/2027

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Legal Basis

Legislation specific to the subject of this policy document:

- Equality Act 2010

Other relevant legislation which you must check this document against (required by law)

- Human Rights Act 1998 (in particular A.14 – Prohibition of discrimination)
- Health and Safety at Work etc. Act 1974 and associated Regulations
- General Data Protection Regulation (GDPR) and Data Protection Act 2018
- Freedom Of Information Act 2000

Other documentation which you must check this document against:

- College of Policing – Code of Ethics
- Norfolk and Suffolk Constabularies' Standards of Professional Behaviour
- College of Policing – Authorised Professional Practice

Other relevant documents

- Norfolk and Suffolk Constabularies' Joint Collective Agreement
- Job Description and Job Evaluation Request Form
- Job Evaluation Appeal Form
- Change Management Policy

1. Statement of Policy

- 1.1 The purpose of this policy is to ensure Norfolk and Suffolk Constabularies, together 'the Constabularies', undertake job evaluation objectively and consistently and that the process is complete, fair and transparent and results in staff receiving equal pay for work of equal value.

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- 1.2 The Constabularies are committed to ensuring this policy complies with relevant legislation and that consultation has been undertaken with all relevant staff groups. Unless we have expressly stated that a policy is contractual all our policies and procedures are non-contractual. We can change them at any time following consultation with UNISON. Our policies may also be periodically updated to reflect changes in legislation.
- 1.3 This policy has been formally agreed via the approved policy development/review process. It will be maintained by the People Directorate in conjunction with the Central Policy Unit.
- 1.4 The Constabularies will review this policy periodically to ensure that it reflects appropriate standards and continues to meet our needs.
- 1.5 The Director of People has overall responsibility for the effective operation of this policy and for ensuring compliance with the relevant statutory framework. Day-to-day responsibility for operating the policy and ensuring its maintenance and review has been delegated to the HR Managers, HR Delivery.
- 1.6 All our policies promote equality, eliminate unlawful discrimination and actively promote good relations regardless of a person's age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, economic or family status. Managers have a specific responsibility to ensure the fair application of this policy and all staff are responsible for ensuring its success.

2. About the job evaluation scheme

- 2.1 Norfolk and Suffolk Constabularies have adopted a modified version of the Police Staff Council 13 Factor Job Evaluation Scheme (referred to as 'the scheme' in this policy), for the purpose of evaluating police staff jobs. The scheme was developed and agreed by a joint union and employer team (UNISON and the Constabularies) and complies with equal value principles and practices. A pay modelling exercise was subsequently undertaken to map job evaluation outcomes to the Constabularies' pay scale.
- 2.2 The scheme is analytical and assesses the relative value of all police staff jobs through a consistent set of job factors. There are 13 factors grouped under knowledge and skills, responsibilities, effort, and environmental demands. All factors are weighted depending on their relative value. When a job is evaluated, points accrue for each of the factors resulting in a total number of points which determines the pay band. Each pay band covers a range of job evaluation points.
- 2.3 The pay structure sets the pay bands with their correlating job evaluation points as shown here.
- 2.4 Police staff jobs at all levels will be evaluated under the scheme with the exception of those jobs designated as 'director' level or any other job that

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exceeds 650 points in an initial scheme evaluation. Evaluation of these jobs will be undertaken by an external independent pay specialist.

- 2.5 For further information about the development and implementation of the scheme please see the Constabularies' Joint Collective Agreement on Job Evaluation, Pay and Grading.

3. Principles of job evaluation

- 3.1 The purpose and responsibilities of all jobs will be clearly defined by the relevant line manager, with final approval required by their head of department.
- 3.2 The requirements of the job, and not individual performance or the ability of the person (i.e. the current job-holder), will be the focus of the evaluation process.
- 3.3 The evaluation process will assume a view of the job as it would be undertaken at fully competent performance.
- 3.4 The evaluation process is not influenced by the availability of funding for the job in any way. It is therefore important that heads of departments take account of this and appropriately consider and identify funding prior to submitting a job evaluation request wherever possible.
- 3.5 The evaluation process will be undertaken in-house by trained HR staff members.
- 3.6 All jobs evaluated under the scheme will be subject to an internal consistency checking process. Please see section 7 below for information. Jobs which are externally evaluated (see 2.4 above) will be subject to external benchmarking.

4. Grounds for job evaluation

- 4.1 Job evaluation may be undertaken in the following situations:

New Jobs

- 4.2 These are newly created jobs. They are not vacant posts created by a job-holder leaving. It is important that each new job is evaluated prior to it being advertised so that the correct pay band is determined in advance of the recruitment process.

Existing Jobs where a permanent and substantial change is proposed

- 4.3 This may involve an increase, a change, or a reduction in job responsibilities. The job may be either vacant or occupied at the time an evaluation request is made.
- 4.4 The evaluation process should be carried out prior to formalising or implementing any job changes, as any resulting change in pay band will not be backdated beyond the date the evaluation request was made. It is

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therefore important that the line manager/head of department submits the request as soon as possible once the requirement for any changes to a job are identified.

- 4.5 Where there are proposed changes to a job, the line manager/head of department must also consider the broader impact on any other jobs within their team/department (or wider teams if applicable).

Job-holder direct request

- 4.6 A job-holder is entitled to request a re-evaluation of their own job if they feel it has changed since the last evaluation. They should initially discuss their reasons with their line manager, who may support their request. Further to this, they may then submit a request directly to HR. In these circumstances, line manager and head of department approval of the request is desirable, but not essential. Line manager and head of department views will be sought as part of the assessment process.

Organisational change

- 4.7 Organisational change, such as a proposed department restructure, may present the requirement for evaluation of multiple new or changed jobs at the same time. The head of department must give as much notification as possible to HR of organisational change, and close liaison between the relevant head of department, HR Change and HR Reward will be required to enable the scheduling of time and resource to undertake the evaluations. HR will endeavour to complete job evaluations prior to a business case for change being signed-off by chief officers, but in cases where there are multiple options for change in the business case, this will not always be possible. In all cases however HR will complete job evaluations prior to the commencement of consultation.
- 4.8 For further information on organisational change please see the Constabularies' Change Management Policy.

5. Request and approval process

- 5.1 When a scenario arises which may have job evaluation implications, the line manager or head of department should seek advice from their HR Advisor, in order to consider if job evaluation is the appropriate course of action as well as considering the potential broader impact on other jobs, which may require further review.
- 5.2 In order to proceed with job evaluation, a Job Description and Job Evaluation Request Form must be completed and submitted to HR. This must be authorised by the relevant head of department (except when submitted direct by a job-holder).
- 5.3 Before a head of department submits an evaluation request, they must ensure they have formal approval to add a new post to their establishment, and if it is for an existing job, have fully considered budget implications in the event that the new evaluation results in a higher pay band.

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- 5.4 The head of department should contact their Finance Business Partner in respect of funding.
- 5.5 The request form will also be used to prepare a job description, which will be issued once the evaluation process has been completed.

6. Evaluation process

- 6.1 All evaluation requests submitted will have an initial assessment by a job-evaluator.
- 6.2 The first part of this assessment will determine whether or not, in the case of existing jobs, the job qualifies for evaluation. The job-evaluator will then determine whether; a) the job can be aligned to an existing evaluation in full or; b) an element of the job can be evaluated in isolation with the remainder of the job aligned or; c) a full evaluation is required.
- 6.3 Where a full evaluation is required, a job evaluation interview will be arranged with the line manager. If there are current job-holders, one or more will be invited to participate in the interview.
- 6.4 The job evaluation interview will be conducted by a job-evaluator using the job evaluation computer software. This comprises a sequence of questions for each of the 13 scheme factors. The interview will normally be conducted remotely, via Teams.
- 6.5 Should a line manager or job-holder require any reasonable adjustments to participate in the interview, they should discuss this with the job-evaluator when they contact them to make arrangements.
- 6.6 In some cases, following the initial assessment, the job-evaluator may determine that a job does not qualify for a new evaluation. The likely reason in such cases is that any changes to the job are either negligible or any additional activities or responsibilities are of a very similar nature to those existing and will not have any impact on the evaluation. The reasons for not proceeding with an evaluation will be explained to the job-holder and their line manager where this is the case.

7. Consistency checking

- 7.1 The results of all evaluations (whether by full interview or alignment to an existing evaluation) will be presented at a Consistency Checking Panel. The purpose of this Panel is to check the validity and consistency of evaluation outcomes by making cross-organisation comparisons. Any apparent anomalies identified will be explored further by the Panel.
- 7.2 In addition, any evaluation requests of existing jobs which the job-evaluator determined at initial assessment did not qualify for a new evaluation will also be presented and recorded at the Consistency Checking Panel.
- 7.3 Consistency Checking Panels will be convened on a regular basis, usually every 2-4 weeks.

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7.4 Each Panel will consist of:

- the Chair – this will normally be the Constabularies' job evaluation lead;
- an impartial manager trained in the application of the scheme;
- Norfolk and Suffolk UNISON branch secretaries;
- a job-evaluator.

7.5 The job-evaluator will attend the Panel to present the evaluation outcomes and respond to any questions from the Panel members.

7.6 Line managers or job-holders will not normally attend the Panel but may be invited at the Chair's discretion if there is a particular need to do so, in order to respond to any questions by Panel members.

7.7 The Panel will ratify the outcome of each evaluation, reached through discussion and consensus.

7.8 In the event the Panel cannot reach agreement, the Chair will make the final decision.

8. Outcome notification

8.1 Once an evaluation outcome is confirmed by the Panel, HR will inform the line manager, head of department, and Finance Business Partner. HR will also confirm the outcome in writing to any current job-holders, once their line manager has communicated this to them. This will normally be within the next 5 working days.

8.2 An evaluation overview report will be provided to each job-holder upon confirmation of the outcome. This provides a summary of the evaluation of their job based on the 13 scheme factors.

8.3 Line managers and heads of departments may also request overview reports for any past evaluations of jobs undertaken within their department.

9. Pay implications

9.1 Where a re-evaluation has taken place, there may be pay implications for the current job-holder(s).

Increase in Pay Band

9.2 Where an evaluation results in the job increasing by one pay band, this will be applied to any current job-holders with effect from the date the completed job evaluation request form was submitted to HR. Job-holders will normally be placed on the first pay point of the new band.

9.3 Pay increments are normally applied on 1st April each year. However, if the effective date of appointment to the new band was between 2nd October and 31st March, the job-holder's first increment in that pay band will be

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applied on the six-month anniversary of their date of increase. Thereafter, subsequent increments will be applied on 1st April each year.

- 9.4 If the job increases by two pay bands this will be referred to Joint Collective Consultation (JCC) with UNISON in order to determine whether any current job-holders should remain in the role and receive the applicable pay increase or if this should be considered as organisational change under the Change Management Policy. It should be noted that an increase in two pay bands indicates a significant change in job responsibilities, and as such may effectively be deemed a new job.

Reduction in pay band

- 9.5 Where a re-evaluation results in the job reducing by one pay band and remains broadly similar, any current job-holders will have the option of either:
- a) continuing in the job at the reduced pay band, with their current basic pay protected for two years; or
 - b) declining the job at the new reduced pay band, further to which the case will be referred to JCC to be considered as organisational change under the Change Management Policy.
- 9.6 If option a) above is chosen, the job-holder will be placed on the highest pay point of the lower band with effect from a date which will be agreed by HR in consultation with UNISON, and the pay protection will apply from the same date. The protected pay will not be subject to any incremental pay increases or pay awards.
- 9.7 If the evaluation results in a reduction of two pay bands this will automatically be referred to JCC to be considered as organisational change under the Change Management Policy and any current job-holders will be fully consulted with. A reduction in two pay bands indicates a significant change in job responsibilities and may therefore effectively be considered a new job. Pay protection can only be applied to a reduction of one band.

10. Appeals process

- 10.1 A job-holder, line manager, or head of department, may appeal an evaluation outcome.
- 10.2 Before submitting a formal appeal, the line manager, job-holder or head of department as applicable, is encouraged to raise their concerns about the outcome with HR. An informal meeting/discussion can then be arranged with the job-evaluator who will explain the outcome in more detail. This can often be helpful in understanding how the outcome was reached and determine if the individual still wishes to formally appeal. Whilst the informality of this discussion/meeting is emphasised, the job-holder may be accompanied by their line manager and/or a work-place colleague or UNISON representative (if they are a member).

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- 10.3 If an individual still wishes to proceed with a formal appeal, this must be submitted on a Job Evaluation Appeal Form and sent to hrdelivery@norfolk.police.uk clearly noting the grounds of the appeal and evidence to support this. Appeal forms must be submitted to HR through a job-holder's line manager and head of department. The views of the line manager and head of department will be considered as part of the appeal process.
- 10.4 Appeals will normally only be accepted up to four weeks following the date of notification of the evaluation outcome.
- 10.5 The grounds for appeal must be one of the following:
- the evaluation was based on inaccurate or inadequate information; or
 - the job-evaluator failed to understand or fully take account of the requirements of the job.
- 10.6 All appeals will be considered at an Appeal Panel within six weeks of receipt of the appeal form, or as soon as possible thereafter if circumstances prevent this.
- 10.7 Each Appeal Panel will consist of:
- the Chair – this will be a senior manager in HR with knowledge of the scheme;
 - Norfolk and Suffolk UNISON branch secretaries;
 - an independent manager trained in the application of the scheme;
 - a job-evaluator.
- 10.8 The Chair, independent manager, and job-evaluator will have had no prior involvement with the original evaluation.
- 10.9 Prior to an Appeal Panel, the job-evaluator (who did not undertake the original evaluation) will assess the appeal and present their views of this at the panel.
- 10.10 The individual who submitted the appeal will not normally be required to attend the Appeal Panel.
- 10.11 The Appeal Panel will determine the outcome through discussion and consensus.
- 10.12 In the event that the Appeal Panel cannot reach agreement, the Chair will make the final decision.
- 10.13 The outcome will be communicated to the line manager/head of department and written confirmation sent to any current job-holder(s) by HR, as soon as practical following the Appeal Panel meeting.

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10.14 If the pay band is changed upon appeal any pay implications will be managed in line with Section 9.

10.15 The Appeal Panel's decision is final. There is no further right of appeal.

11. Employment market supplements and honoraria

11.1 If a manager or head of department raises recruitment or retention concerns relating to the pay band of an evaluated job, consideration may be given by HR to a market supplement. For further information please refer to the market supplement section within the Pay and Allowances (Police Staff) Policy.

11.2 If there are aspects or requirements of a job that are not appropriate to reflect through job evaluation, such as a one-off project, managers/heads of department may choose to reward this through an honorarium payment. Please refer to the Recognition and Reward Policy for further information on honorarium payments.

12. Record keeping

12.1 Evaluation records of all jobs evaluated and assessed for evaluation will be maintained by HR in order to aid consistency checking; resolution of queries by job-holders or management; informal and formal appeal processes; and any external challenge to the evaluation process.

12.2 Records of decisions made by appeal panels will also be maintained by HR.