

NHS Scotland Job Evaluation Policy: Good Practice Guide to support implementation

1. [Revising and updating existing job descriptions \(Changed Jobs\)](#)
2. [Identifying Changed Jobs – Significant Changes](#)
 - 2.1. [Record keeping](#)
 - 2.2. [Assessing changes](#)
3. [Case study examples](#)
4. [Effective date of change](#)
 - 4.1. [Is the change temporary or permanent?](#)
 - 4.2. [Gradual, incremental change](#)
5. [Implementation, Effective Date and resolving disputes](#)

Key principles and values:

This good practice note provides additional information to ensure the NHS Scotland Job Evaluation (JE) policy is implemented fairly and consistently, applying the NHSScotland values of:

- care and compassion
- dignity and respect
- openness, honesty and responsibility
- quality and teamwork

The JE policy should be applied using a person-centred approach applying these key principles:

- Right to be represented
- Equality and diversity
- Confidentiality
- Supportive approach and open communication
- Equity of access

For more detailed information on the above, please refer to the [NHS Scotland Workforce Policies website](#).

1. Revising and updating existing job descriptions (Changed Jobs)

One of the aims of Agenda for Change (AFC) is to allow NHS organisations to operate more flexibly by developing roles in partnership and recognising roles which have developed due to service needs. In JE jargon, these are generally referred to as 'revised' or 'changed jobs'.

Detailed procedures on how to manage this should be agreed locally and must be in keeping with the principles and values listed above.

Recognising that jobs change over time

All posts change over a period of time. For most, the job evaluation outcome will not normally be affected unless there are significant changes. For some posts, grading outcomes (total points scored) may be close to AFC pay band boundaries (points

NHS SCOTLAND JOB EVALUATION GOOD PRACTICE GUIDE 3

range) and consequently the banding for these jobs may change with only limited changes to job demands.

The decision about whether changes are significant and warrant a re-evaluation should be made in partnership by knowledgeable Job Evaluation practitioners.

To enable this type of assessment to take place, Boards must maintain accurate records of job matching and evaluation decisions including the following:

- the date when the job description was last updated and agreed
- factor level scoring, total points score, AFC pay band and the national profile used to match the post
- the job analysis questionnaire for evaluated posts and evaluation report
- consistency checking records including decisions made and a method of identifying panel members
- approval status and confirmation of the approval decision

Copies of job descriptions must be provided to employees for their own records and a copy retained in the employee's personal file.

Use of a reliable and robust coding system or version control for job descriptions can aid record keeping and to track updates and changes. NHS Scotland Boards use TurasJE to record job evaluation decisions and grading outcomes enabling the monitoring of their job evaluation activity.

In cases where the above information cannot be identified i.e. there is no record of the grading decision or method used to evaluate the post, then it must be matched or evaluated to ensure that the AFC pay band is appropriate and to ensure fairness and equality in line with equal pay legislation.

An employment judge in the *Hartley v Northumbria Healthcare* tribunal (2008-9) found that the national aspects of the JE scheme, including design, profile writing, job evaluation processes and training courses were in line with equal pay requirements, but issued a warning that the processes and procedures needed to be implemented properly at local level to avoid equal pay claims being brought against the employer. (Ref [JE Handbook - equality features of the scheme](#))

2. Identifying Changed Jobs – Significant Changes

NHS Boards need to establish how changes to posts will be identified and verified. Normally, changes will be identified and managed through agreed processes, following workforce change policies and procedures.

In some cases, changes may be obvious and there will be discussion in partnership around these changing roles. On other occasions these may be due to demographic, incidental or re-organisational changes.

The NHS Scotland Staff Governance Standard (available [here](#)) requires Boards to ensure that employees are:

- well informed;

NHS SCOTLAND JOB EVALUATION GOOD PRACTICE GUIDE 3

- appropriately trained and developed;
- involved in decisions;
- treated fairly and consistently, with dignity and respect, in an environment where diversity is valued;
- provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community.

Applying the standard means there should be regular discussion between managers and employees about the work carried out, any changes that take place or are proposed.

These discussions may take place at team meetings, during personal development planning updates, when considering learning and development opportunities, in supervision sessions or one-to-one updates. Agreed changes to a role should always be recorded in the job description and confirmed in writing.

2.1. Record keeping

Changes to the job duties and responsibilities of a role should be made in keeping with the Staff Governance Standard. Early engagement with employees and staff side representatives is encouraged to help achieve this.

It may be the case that service redesign involving changes to job roles is managed more formally in partnership and overseen by, for example, project boards. However, changes to individual roles require to be given the same consideration and kept under review.

Accurate record keeping of changes to tasks, duties, introduction of new ways of working, systems and processes etc. as well as discussions, team meetings and work schedules or similar can aid the assessment of whether changes are significant and likely to affect the current pay band.

A record of the date when changes are agreed and implemented should be maintained to avoid disputes regarding the appropriate date a successful regrading should be implemented from. When regrading is required, this should be completed timeously.

2.2. Assessing changes

In some cases there will need to be a discussion on whether the changes to a post are significant and affect the job evaluation outcome. To establish this, the information listed in the *Recognising that jobs change over time* section above should be made available to the job evaluation practitioners making the decision (process described in the examples below).

To assist the JE practitioners, an agreed summary of the changes should be provided. This information must be agreed with the postholder(s) and the appropriate manager. Advice can be provided by JE Leads and staff side representatives (when advice has been provided in these circumstances, JE practitioners should not then be involved in the job evaluation processes).

NHS SCOTLAND JOB EVALUATION GOOD PRACTICE GUIDE 3

The summary should be provided in a format that allows comparison with the original job description content and job evaluation outcome. The advice below must also be followed:

- When writing or updating a job description, do not use words and phrases taken straight from the job evaluation handbook or national profiles.
- This will result in the job evaluation practitioners potentially rejecting the job description or the summary changes document or asking for it to be rewritten. Many of the phrases used in the factor plan are defined within the handbook and used by themselves in a job description will not mean very much.
- Remember to use straightforward, plain English phrases and sentences, avoid abbreviations and always explain what you mean by your terminology.

As described earlier, limited changes to job demands may result in a change to the job evaluation outcome for some posts.

Job evaluation practitioners should avoid re-matching or re-evaluating outcomes for posts when assessing changes. The main objective of this activity is to assess whether changes are significant and *may* result in a change to the pay band, not to re-assess the original outcome.

3. Case study examples

Example 1: Background:

- An Administrator post graded at Band 4, 283 points in January 2020.
- Matched to the Secretary Higher Level/Medical Secretary Higher Level/Admin Team Coordinator national profile.

An Administrative Assistant, graded at Band 2, is joining the team on Monday, 2nd August 2021. The Administrator has been asked by their manager to:

- supervise the new member of the team
- allocate work to the Administrative Assistant for completion
- check their work output for accuracy and quality

The manager and Administrator discussed and agreed the changes to the role and job description. They also agreed that the changes would be implemented on 2nd August when the new member of staff joins the team.

The next step is to consider whether the post requires to be regraded as a result of the agreed changes.

Are these changes to the role significant?

To answer this, job evaluation practitioners will consider what factors may be affected by the changes to the role, whether the score will increase and if it could result in a change to the pay band.

NHS SCOTLAND JOB EVALUATION GOOD PRACTICE GUIDE 3

To do this, the current job description needs to be checked and information on additional tasks and activities collated. This information can be listed on a template form and linked to job evaluation factors; detailed on an updated and revised job description; or as an addendum to the current job description.

In this example some of the JE factors that may be affected are:

- Planning and Organising (allocating work) – currently at level 2
- Policy and Service Development (checking work for accuracy e.g. against Standard Operating Procedures) – currently at level 2
- Human Resources (supervision) - currently at level 1

JE Factor	Current level		Revised level		Change
Planning & organising	2	15pts	2	15pts	n/a
Policy and service development	2	12pts	2	12pts	n/a
Human Resources	1	5pts	2	12pts	+ 7pts

- The factor most likely to change is Human Resources as supervision would normally be scored at level 2 (level 1 is 5 points and level 2 is 12 points).
- The other factors will probably not be affected as the current factor levels match the skills and responsibilities required to carry out other aspects of the role.
- ***The change to the Human Resources factor would result in an increase to the overall points score from 283 to 290 points. The Band 4 points range is from 271 to 325.***
- ***Therefore, the increase in the score for Human Resources does not affect the current grade and would not be considered to be significant.***

Actions:

- The changes to the role should be recorded on the updated job description and a copy given to the employee and another retained in their personal file.
- A record of the decision must also be retained by the line manager or whomever holds the personal file.
- A copy of the amended job description can be retained on TurasJE to aid record keeping and provide an audit trail.

Example 2: Background:

- A maintenance tradesperson, Band 4 - 303 points, has been asked to support an apprenticeship programme in their department.
- Their post is matched to the Tradesperson national profile.

NHS SCOTLAND JOB EVALUATION GOOD PRACTICE GUIDE 3

- The postholder will have 6 apprentices allocated to them on a rotational basis over a 12 month period.

The current job description content includes a responsibility for supervising maintenance assistants, planning their workload and delegating tasks.

The postholder was asked by their manager to be the Estates representative on the project group that oversees the apprenticeship initiative. The project group is responsible for devising, implementing and reviewing policy and governance arrangements for the apprenticeship programme.

The postholder collates weekly information to provide feedback reports to the project group on the progress of the apprenticeship programme and also communicates updates to their line manager and colleagues in the department. The postholder is also responsible for completing departmental risk assessments for the apprenticeship programme.

As part of their ongoing work, the postholder has been asked by their manager to devise a work programme for the apprentices and co-ordinate placements with colleagues in other trades across the Estates department.

Some weeks after the programme commenced, the manager has also indicated that the postholder would be expected continue as the 'lead' within Estates as the programme continues.

Following these developments, the postholder spoke to their manager and requested that their post be considered for regrading to recognise the additional duties and responsibilities now being carried out.

Are these changes significant?

To answer this, job evaluation practitioners will consider what factors may be affected by the changes to the role, whether the score will increase and result in a change to the pay band.

To do this, information on additional tasks and activities would be collated and checked against the current job description. To complete this part of the process the information can be listed on a template form and linked to job evaluation factors; detailed on an updated and revised job description; or as an addendum to the current job description.

In this example, the job evaluation factors that may be impacted upon are:

- ***Planning and organisational skills*** (co-ordinating placements and a work programme) – currently at level 2
- ***Policy, Service and Development*** (contributes to policy relating to apprentices and implements these within the department) – currently level 1
- ***Information resources*** (collating data and other information on activities) – currently level 1
- ***Freedom to Act*** (acting as the lead for Estates on the programme and representing the function on the project group)

NHS SCOTLAND JOB EVALUATION GOOD PRACTICE GUIDE 3

What do we know?

The postholder has been asked to carry out additional duties relating to the apprenticeship programme and will continue as the 'lead' within Estates.

The factors that may be impacted by the changes to the role as indicated below.

JE Factor	Current level		Revised level		Change
Planning and organisational skills	2	15pts	3	27pts	+12
Policy, Service and Development	1	5pts	2?	12pts	+7?
Information resources	1	4pts	2?	9pts	+5?
Freedom to Act	3	21pts	3	21pts	-

- *There may be a case for an increase by 1 level in some of the factors however, the freedom to act level would probably be the same but should be checked.*
- *Job evaluation practitioners would consider the changes to be significant given that there is potential for the grade to change. **Therefore, the post would require to be regraded.***
- ***Should all 3 factors increase by 1 level, the additional 24 points would result in this post being graded in the Band 5 range (326pts to 395pts).***
- *As the current points score is 303 points and the changes could result in a change to the pay band, the post should be matched again using an updated and agreed job description containing details of the additional duties and responsibilities.*

4. Effective date of change – be clear when changes are being made and implemented

In **example 1** above the effective date of the change is clear. The manager and job holder discussed the changes in advance and updated the job description to record these. Although the grade did not change as a result of the changes, the records of the discussion and decisions taken provide an audit trail of the post being revised and updated.

In **example 2**, the actual dates when the changes took place and specific details are less clear.

It appears to be the case that there will be additional duties and responsibilities related to being involved with the apprenticeship programme and as the Estates representative on the project group. This now appears likely to become a regular feature of the role.

NHS SCOTLAND JOB EVALUATION GOOD PRACTICE GUIDE 3

From the information provided, we are not able to confirm a date when the changes took place. We do know that the postholder has carried out additional tasks for 'some weeks' before speaking to their manager.

In this case, the manager should have discussed and agreed (as in example 1) the additional duties with the employee in advance of the change taking place and also agreed the date when these would commence. This would have provided an opportunity for discussion on the changes to the role, any future developments and clarify the expectations of both parties.

By doing this, the risk of a dispute or grievance being raised is greatly reduced or removed entirely.

4.1. Is the change temporary or permanent?

This should be made clear at the outset when the employee is asked to take on the additional duties.

We know that change may need to happen at pace to deal with increased demands on services. Changes to job roles can be very fast moving and responsive, placing significant additional pressure on services. The NHS response to the Covid pandemic is a good example of how rapid change can impact on services. In normal circumstances, change may be more gradual and take place over time.

As mentioned earlier, regular engagement and consultation with employees and staff side representatives is expected so that there is clear compliance with the Staff Governance Standard.

A record of the agreement to the changes in the job role, the effective date these took place and the expected duration of the change means there is a clear understanding between the employer and the employee and helps to avoid a dispute arising. This should happen at the earliest opportunity and not be unduly delayed.

Reference should also be made to the Agenda for Change Terms and Conditions Handbook section on temporary movement into a higher pay band, paragraph 6.32 – 6.34 (available [here](#)) for guidance.

4.2. Gradual, incremental change

In circumstances when changes to a role are more gradual, incremental or take place over time, regular engagement and consultation can also provide a means to record the date when these take place and agreement as to when these may be deemed significant and likely to affect the pay band. Knowledgeable job evaluation practitioners should be consulted to determine whether changes are significant.

Regular reviews of job descriptions should be completed to ensure they are up to date and reflect the role being carried out.

Introduction of new technology, different ways of working, changes to qualifications and systems and processes may take place over time and these should be recorded to ensure job descriptions remain current and up to date. This will also aid

NHS SCOTLAND JOB EVALUATION GOOD PRACTICE GUIDE 3

recruitment processes, personal development planning, training needs analyses and workforce planning.

Remember that some changes may not be deemed to be significant on their own but as roles continue to develop there may be a tipping point where the cumulative effect of a number of changes will be significant. This is when regular reviews of job descriptions and accurate records of updates can be helpful.

5. Implementation, Effective Date and resolving disputes

The [Agenda for Change Job Evaluation Policy](#) (para 3.9 & 3.10) contains the following:

- Outcome of a Job Evaluation Panel - If the pay band changes as a result of re-evaluation, that change should be backdated to when the postholder and manager agreed the job has changed. Disputes about back-dating should be resolved through local procedures. The increase will be in line with the agreed AFC Terms and Conditions as laid out in paragraph 6.35 of the AFC NHS Terms and Conditions and Service Handbook.
- If the outcome results in a band decrease, the employee would continue on their current AFC band, however when the post becomes vacant the new band would apply.

Disputes can be avoided if engagement with employees takes place at an early stage, consultation and discussion in partnership is expected, all stakeholders are kept informed of planned or proposed changes, agreements are recorded in writing and accurate record keeping is maintained.

By following the Staff Governance Standard and employing NHS Scotland values and principles, disputes are less likely to occur.

When disputes do occur, NHS Boards are encouraged to resolve these through the use of an early resolution approach.

For employees:

If you have an issue or questions regarding your job role, duties, responsibilities or other job demands, you are encouraged to:

- Raise the issue as soon as possible with your manager, or if they are not available for a protracted period, then another manager
- Actively participate in the process in ways aimed at resolving the issue
- Identify what would be seen as a suitable outcome from your perspective

For managers:

- Initiate discussions about changes to job roles or tasks and explain why the changes are needed
- Acknowledge the issues or questions raised by the employee(s)
- Lead discussion to achieve early resolution and make time to engage with employee(s) and their staff side representatives.

NHS SCOTLAND JOB EVALUATION GOOD PRACTICE GUIDE 3

Employees may wish to be represented by a staff side representative or accompanied by a work colleague if that would be helpful when having this type of discussion.

Managers are encouraged to have open discussion with employees about changes to their roles and prevent potential disagreements. Working in partnership with staff side organisations and representatives is part of the NHS culture and this also contributes to avoiding disputes concerning changes to job roles and grading.

Before consulting employees, managers should think about:

- why they need to make a change
- what they need to achieve by making a change

Consultation is a two-way process where ideas are shared and worked on together.

The manager should:

- explain the reason behind making the change
- invite employees to talk about their concerns and suggest ideas for alternatives
- listen to employees' concerns and consider their ideas
- do everything they can to resolve any employee concerns

The employee should:

- consider the proposed change and reason for the change
- share their views, concerns and any ideas for alternatives with their manager/employer
- continue to talk to their manager/employer about any concerns
- make sure they have tried all options to reach an agreement