GREATER LONDON PROVINCIAL COUNCIL

JOB EVALUATION

GUIDING PRINCIPLES AND CODE OF GOOD PRACTICE

APRIL 2016

THE GREATER LONDON PROVINCIAL COUNCIL

JOB EVALUATION SCHEME 2016

GUIDING PRINCIPLES AND CODE OF GOOD PRACTICE

1. INTRODUCTION

1.1 The guidelines to the GLPC Job Evaluation Scheme provide supplementary advice on good practice in applying the scheme.

1.2 The guidelines are not prescriptive, but offer advice on best practice. Where organisations currently operate joint facilities on appeals or where good practice is evident, it is not necessary to adopt the measures and principles contained in these guidelines. Their purpose is to assist organisations who currently do not operate, or who wish to improve their approach to and operation of job evaluation.

1.3 The guidelines also aim to respond to the requirements of the equality legislation, which specifies that where a job evaluation scheme is in operation, its content and application should be free from discriminatory bias, for example, stereotypical assumptions regarding the value of “women’s work”.

1.4 The guidelines outline good practice in

- The preparation of job descriptions
- Job assessment
- Local level appeals
- Personal protection arrangements
- Maintenance and review of the scheme

2. BASIC PRINCIPLES OF GLPC JOB EVALUATION

All users of the GLPC Job Evaluation Scheme should ensure that:

- Job analysts and panellists are trained in the scheme prior to involvement in grading appeal hearings and understand equal value issues and implications
- They take equal opportunity considerations and equal opportunity representational issues into account at every phase of the process; and
- Clear guidance notes, procedural processes and time limits are drawn up locally on the composition and maintenance of job descriptions, job evaluation processes and appeal arrangements. These should be circulated to job evaluators, panellists, trade union representatives, employees and line managers.

3. GUIDANCE NOTE ONE: JOB DESCRIPTIONS

3.1 INTRODUCTION

3.1.1 Good practice requires that a current up-to-date job description, i.e. properly reflective of the post at the time, should exist for all posts within the purview of the GLPC Job Evaluation Scheme in the organisation. Often decentralisation or delegation of the composition of the job descriptions may result in job descriptions becoming outdated and lead to variations in format, content, style and terminology, which may make job evaluation more difficult and impact upon how jobs are assessed. It is recognised that Organisations will have a local style for job profiles. Consistent application of the Organisation template is essential to ensuring reliable job evaluations. The suggested content in this Code is provided as advice only.

3.1.2 The purpose of this guidance note is to promote consistency of approach and the benefits of a common 'house-style' throughout the organisation, and to draw to the attention of those concerned to the general objectives and requirements of job descriptions.

3.1.3 Users are encouraged to incorporate these principles within local guidance notes for managers and employees on the composition of job descriptions.

3.1.4 Organisations use job descriptions as part of the management process and function for a number of reasons in addition to grade assessment. Uses include:

- encouraging objectivity in advertising posts and the selection process
- informing potholder's of the purpose, major duties and responsibilities within the job
- assessment of performance within the job
- grievance and disciplinary issues; and
- organisational reviews by assisting skills audits and allocation of resources

3.1.5 Some authorities have introduced competency frameworks to inform a range of HR processes, including those above. The GLPC Scheme recognises this and encourages the analysis of posts against the requirements of the job and the criteria of the scheme.

3.1.6 Given the wide-ranging application of job descriptions it is in the interests of management to ensure regular and accurate maintenance of job descriptions.

3.2 DRAWING UP A JOB DESCRIPTION

3.2.1 Process

- Completion of job description pro-forma by the manager and postholder
- Composition of the job description by management in agreement with the postholder
- Signature and dating of job description by those involved in its preparation to identify job content at a given point in time.

3.2.2 Who should compose the job description?

It is sensible to start with the duties listed by the postholder (unless the post is vacant or is a new post) and have these verified or 'fine-tuned' by management. The job description should be agreed between management and the postholder. This process will involve the line manager, the job evaluator and the postholder, and where appropriate the trade union representatives.

3.3 STYLE OF JOB DESCRIPTION

3.3.1 In order to encourage consistency of approach and 'style' it would seem appropriate to provide a pro-forma for the postholder/manager to complete prior to writing the actual job description to enable both parties to consider and identify:

- areas of work
- key functions and responsibilities; and
- how these areas could be grouped and described.

3.3.2 A job description should be clear, precise and uncomplicated. Lengthy job descriptions should be avoided. It is not necessary to list every job activity that might possibly occur in the job. It is important to identify the range of work involved and to ensure that no activity is omitted which would illustrate the full scope of the post.

3.3.3 The job description should therefore:

- follow a consistent style and format
- focus on the significant or key features of the job; and
- be written in clear, concise language.

3.4 CONTENT

Each job description should contain:

3.4.1 Post details

- the job description
- department/division
- post number
- who and what responsible to/for (people/resources/functional and line responsibilities); and
- when evaluated, the grade (or proposed grade).

3.4.2 Purpose of job

Three or four lines should suffice. The purpose should briefly identify:

- the scope and objectives of the post
- the nature of the job
- the service provided, and to whom
- management or line supervision of any area of work
- any deputising role; and
- location of the post.

In any event the paragraph should provide sufficient information to give an understanding of the nature and purpose of the job and its position within the organisation.

3.4.3 Major duties and responsibilities of the post

It is important that this section consists of a logical presentation and has consistency of style. It should provide a factual summary of the job and list the main job areas and any pertinent aspects of the work. Avoid the 'shopping list' syndrome. Many options are available in terms of how this section is completed but it is useful to list the main duties under specific headings representing key areas of responsibility, each followed by one or more task descriptions. It should not be used to provide detail of how the activities are undertaken as these may be covered by reference to the appropriate office procedure or office manual. It is unlikely that the majority of jobs will have more than ten or twelve key areas of responsibility.

3.4.4 Responsibility for resources

This should include details of any plant, equipment, vehicles, property or cash for which the postholder is personally and identifiably accountable.

3.4.5 Job activities

This section should describe job activities, which should ideally be quite distinct from major duties and responsibilities. They should outline how, when, and where the job activity is done. Job activities should expressly state, for example:

- the extent or limitations of the post's authority; the availability of guidance and advice, and the effects of systems or other lines of authority
- the range of skills required within the job
- the type of decisions/recommendations made by the post
- the type, content and degree of creativity in the post; and
- the type of supervisory responsibility, including direct, indirect, and any deputising function, and the number and employment status of those supervised.

3.4.6 When preparing a job description it is helpful to ask "Why is this activity undertaken?" to test the validity of activities carried out. Grouping of related tasks and elimination of detail will help to distil the information into an appropriate form for the job description.

3.4.7 Once the key areas are identified and specific items for inclusion are selected, decide on an appropriate sequence of presentation. This may be according to the frequency of performance, relative importance, chronological order or a logical sequence relating to the main management processes, e.g.. planning, co-ordinating, etc.

3.4.8 Then describe each key area of responsibility in a succinct heading that will form a natural introduction to the related tasks to follow and will provide clarity in understanding the purpose of the job. Describe each task in a short, precise sentence or two so the reader can understand what is done, how it is done and why it is done. For example "Monitors expenditure (what) by checking monthly summaries of orders placed (how) to ensure adherence to budget provision" (why).

3.4.9 Distinguish between tasks performed by the job occupant e.g. “prepares policy” and the job occupant’s accountability for others carrying out these tasks e.g. “ensures that systems are maintained”.

3.4.10 Avoid imprecise phrases, for example “liaison with”. Include, if appropriate, any other relevant responsibilities for organisational policies, such as health and safety, equal opportunities, confidentiality, etc.

3.4.11 It should be possible to contain the total length of a well-constructed job description within two pages. Employers will wish to include a Person Specification as part of the job profile. Specifications should identify the essential skills, knowledge and experience required to perform the duties of the job. Organisations are advised to avoid relying solely on qualifications as an indicator of ability. Many employers choose to describe job attributes using a competency framework. Such frameworks should be consistently applied where used.

3.5 DATE AND SIGNATURE

The job description should be agreed between management and the postholder and signed and dated by those involved in its preparation.

3.6 ORGANISATIONAL STRUCTURE

Wherever possible, the relevant organisational structure should be attached to the job description.

3.7 CHECKLIST

Appendix A of this Code of Practice provides a Checklist of considerations when drawing up job descriptions.

4. GUIDANCE NOTE TWO: JOB ASSESSMENT

4.1 METHODS OF ASSESSMENT

4.1.1 This may be undertaken by:

- paper evaluation (based on the job description and questionnaire where appropriate); or
- full evaluation (verification of job description by interview).

followed by a panel assessment (to be used in conjunction with either of the methods above)

OR

- expert computerised system evaluation (see section 4.7 below).

4.1.2 All posts must be evaluated by analysts trained in the GLPC Job Evaluation Scheme.

4.2 PAPER EVALUATION

4.2.1 The post is assessed on the basis of the job description and organisational structure. A questionnaire may also be used to supplement this information; this is designed to address specific questions in relation to each factor. The evaluator uses these materials to decide whether there is sufficient information to assess the grade of the post or whether additional information is required.

4.2.2 Evaluators will need to guard against the potential for discrimination that can arise when assessments are limited to paper evaluation. Where there is insufficient information, the evaluator should arrange to seek clarification from the postholder and/or manager.

4.2.3 The assessment should be panelled (Appendix C Annexe 3). Upon the determination of the grade by the panel, the assessment and grading should be notified to the appropriate chief officer/manager and be made available to the employee.

4.3 JOB EVALUATION INTERVIEWS

4.3.1 The purpose of the job evaluation interview is to:

- check the accuracy of the job description and job content, and qualify or expand it, if necessary
- identify whether the duties have changed
- supply any additional information necessary to undertake the evaluation, which is not evident from the job description and/or questionnaire; and
- use the information gained from the job description, organisational structure, questionnaire and relevant material from the interview to assess the post.

4.3.2 Basic Principles

Best practice in a job evaluation interview process should aim to reduce potential discriminatory bias and ensure:

- interviews are undertaken by trained evaluators
- consistency of arrangements, procedures and structure of the interview
- use of a standard format in the interview, without being inflexible, to ensure all evaluated interviewees are asked similar questions/aspects of work. (Checklist in Appendix C);
- use of effective questioning technique; and
- sufficient time is allocated so that the relevant information is obtained.

4.3.3 Interviews with both postholders and managers should be conducted in accordance with a standard format. The information obtained should be recorded appropriately.

4.3.4 Any contacts with either postholders or managers outside the formal interview process must also be recorded.

4.3.5 Specific Points

The job evaluator should ensure that employees whose posts are to be evaluated are notified in sufficient time of the arrangements and the purpose of the job evaluation interview.

At that stage the interviewee may be asked to complete a pre-interview job evaluation pro-forma designed to encourage the employee to prepare thoroughly for the interview, focus on specific aspects of their work, increase confidence in the discussions and potentially reduce the length of time spent interviewing.

Ensure a confidential location, free from interruptions; where appropriate, this can be the interviewee's place of work.

Ensure the interview follows a standard structure and is managed by the interviewer, to:

- provide the introductions
- give an explanation of the objective and format of the interview
- explain why the interviewer will take notes and assure the interviewee of the confidential status of these, and of the discussion overall
- use effective questioning styles and avoid jargon
- aim for a ratio in the discussion of 80:20 (employee/evaluator)
- summarise decisively
- indicate when and how the results will be forwarded; and
- give a 'contact point' should any other relevant information arise.

Comprehensive notes should be taken at the interview. If notes need to be "written up" after the interview, this should be done promptly.

Check any areas of uncertainty or verify any information with the manager (whilst maintaining confidentiality on specific details).

Evaluate and panel the job. Where additional information is requested by the panel this should be supplied by the interviewer to maintain ‘confidential status’ etc.

Forward results to the manager and employee. The correspondence should also outline the process for providing access to local appeal.

4.4 CHECKLIST

A checklist of the process is attached at Appendix C which may be adapted for local use.

4.5 PANELLING

4.5.1 In the context of the GLPC Scheme “panelling” refers to the need to ensure that the job description/post is assessed by more than one person. The purpose of panelling is clearly to reduce any potential bias in grade assessments.

4.5.2 Basic Principles

Panelling arrangements may be determined locally and a number of options are available.

Best practice should ensure:

- the establishment of formal or informal panel arrangements
- that all panellists are trained in the GLPC Scheme
- composition of panel arrangements are cognisant of equal opportunity representational issues
- the post is assessed by more than one trained evaluator; and
- where decentralised job evaluation arrangements exist, a central steering group is established to service and monitor consistency of application across the organisation.

4.5.3 Ideally, each post should be assessed by a formal panel which need have not more than four trained panellists, and which should be reflective of the gender/racial profile of employees wherever possible. However, organisational resources or numbers of posts assessed sometimes do not facilitate such formal arrangements.

4.5.4 Alternatively, a less formal approach may be adopted provided that informality does not permit laxity or inconsistency of procedures when assessing grades.

4.6 THE PANELLING PROCESS

4.6.1 It is advised that, where an ‘informal’ procedure is adopted, one analyst collects the necessary information, undertakes the paper evaluation or interview and assesses the job against the GLPC Scheme, in the first instance. The job description, questionnaire where appropriate, and any other relevant information, together with the initial assessment, should be verified by at least one other trained analyst.

4.6.2 Panel evaluators should separately and independently evaluate the job description in accordance with the scheme, indicating their evaluation on a factor analysis pro-forma. They should identify any areas of disagreement, note the reasons for factor level awards for each factor, and aim to reach a consensus on the levels awarded and the grade. The reasons for factor levels awarded should be recorded together with any areas of disagreement in the assessment.

4.7 EXPERT COMPUTERISED JOB EVALUATION SYSTEM

4.7.1 The scheme is supported by two computerised packages:

- The JEM, which is designed to record "traditional" job evaluation results and facilitate comparisons within the organisation; and
- The "Northgate JE system", which is an expert system designed to produce evaluations automatically based on answers to computer-generated questions on all the factors within the scheme.

4.7.2 Both systems need to be separately purchased under licence, and must be operated by trained evaluators.

4.7.3 The expert system is designed so that information relating to the job can be directly entered onto the system by answering a number of pre-designed questions. The results are automatically generated by the system, although there is scope to modify these where there is agreement that the resulting factors are not appropriate.

4.7.4 The exact method of operating the system within an individual organisation is for local determination, although the main benefit of using such a system is to encourage greater consistency of application, especially in situations where the operation of the scheme has been decentralised to operational units.

4.7.5 However it is important that before such a system is operated, appropriate pilot testing has taken place within the organisation to ensure consistency of results and transparency in the process. It is particularly important to ensure that consistency between manual and computerised results exists before the system is implemented.

4.8 MONITORING

4.8.1 The EOC, as was, has indicated that it is particularly important that rigorous arrangements for monitoring of results are in place as an integral part of the scheme. Any anomalies that may indicate unfair bias or disproportionate results in respect of a particular group of employees must be investigated. Appropriate steps should be taken to remove any such adverse impact of the operation of the scheme.

4.8.2 It is also important that an effective formal appeals procedure is in place to deal with individual employees who feel they have been unfairly treated or affected by the scheme. The outcome of such appeals should also be monitored.

5 GUIDANCE NOTE THREE: APPEALS

5.1 LOCAL LEVEL

5.1.1. The revised arrangements maintain existing appeal arrangements. Final level appeals will continue to take place at local level on a joint basis. "Failure to Agree" decisions may be referred to the Joint Secretaries.

5.1.2. Appeal arrangements may be locally determined but should incorporate best practice to facilitate effective and equitable operation. Where joint machinery is already established this should continue to operate, subject to the criteria within the agreement.

5.1.3. Alternatively, it may be necessary to adapt present arrangements that provide for management only appeal panels.

5.2 BASIC PRINCIPLES

5.2.1 Local joint appeal arrangements must conform to the following principles and establish criteria on:

- access to appeal
- grounds of appeal
- conduct of appeal
- composition of joint appeals and trained panellists only; and
- clear guidelines on procedural aspects of the appeal process, including time limits.

5.2.2 These principles should be consistently applied across the authority.

5.2.3 Three outcomes of appeal are available on factor levels challenged:

- level awarded
- level not awarded
- failure to agree

5.2.4 Organisations should take every opportunity to monitor the conduct and outcome of appeal panels/decisions in line with their local monitoring practices on equal opportunities.

5.3 ACCESS TO JOINT SECRETARIAL SERVICES – FAILURE TO AGREE

This is governed by certain procedural requirements.

i) Appeals are required to be registered within two months of an officer receiving the final decision of the local appeals machinery and to state the grounds of the appeal.

ii) Where registration of an appeal is received by the Joint Secretaries of the GLPC, both parties are required to produce case statements within 2 months setting out their respective arguments and the reasons leading to the outcome of the appeal at local level.

iii) Where one party fails to produce documentation to meet these time limits, power shall rest with the Joint Secretaries of the GLPC to take appropriate action in accordance with the agreed procedure.

5.4 ROLE OF THE JOINT SECRETARIES

The role of the Joint Secretaries is to:

- to consider and advise on individual “Failure to Agree” appeals
- to monitor and evaluate the application of the Scheme across the London boroughs
- to make joint recommendations in cases where there is a further “failure to agree” following an initial referral to the Joint Secretaries.

5.5 OTHER ISSUES

5.5.1 All analysts/panellists must be trained in the Scheme. Ttraining provided on a regular and on-going basis.

5.5.2 Organisations should actively pursue appropriate gender/ethnic representation, wherever possible, and should be mindful of the requirements of the Disability Discrimination Act in all deliberations.

5.5.3 Job descriptions should be agreed by management and the postholder.

5.5.4 Job evaluation and its operation should be promoted and made available as a system that is open and accessible for all employees.

GUIDANCE NOTE FOUR: CONSIDERATIONS IN ESTABLISHING A JOINT APPEALS PANEL

6.1 PANEL REPRESENTATION

6.1.1 Appeals panellists should have had no involvement in the evaluation prior to the hearing.

6.1.2 Numbers

The composition of the final level appeals should consist of equal numbers of member/management and union representatives. It is advisable that large, committee style structures are avoided, as large numbers of panellists may find difficulty in reaching a consensus. Up to three representatives from each side would seem manageable and should take account of equality representational issues and, if not strictly a Committee, the spirit of the Local Government and Housing Act 1989 in relation to ‘proportionality’.

There may be advantages in using the same representatives at each panel hearing to build up knowledge of the scheme and its application. However, of greater importance is the objective that all panellists (including those in any ‘pool’ of substitutes) are trained in the scheme prior to any appeal participation and receive refresher training, as required.

6.1.3 Tiers of Appeal

It is not essential to have more than one level of appeal but these arrangements are subject to local determination and will vary between authorities.

First Level Appeal Panels may consist of any combination of members/officers/union representatives, but the Final Level Appeal Point must be jointly constituted.

6.1.4 Decentralised Appeal Panels

Where decentralised/neighbourhood appeal arrangements operate and rely on departmental management or elected member/staff side appeal panels it is important to ensure that none of the appeal panellists have been involved in the evaluation prior to the hearing. In such circumstances it is preferable that the panel representatives are selected from a different department/neighbourhood to ensure objectivity. Where decentralised appeal arrangements apply, it may be helpful to establish a central review panel to ensure consistency of appeal processes and application.

6.2 ROLES WITHIN THE APPEAL PANEL

The role of the Joint Appeal Panel is to hear the case and to reach a consensus on the factor levels challenged. It may not always be possible to reach a unanimous decision but this should be the objective on each occasion.

6.3 ROLE OF THE CHAIR

6.3.1 The panel should appoint a Chair from amongst one of its panel members. Arrangements may vary but it is advised that the function of the Chair is rotated between the management and staff side.

6.3.2 The role of the Chair is to steer the parties through the proceedings, to ensure that everyone has the opportunity to present the arguments of their case, to question and gather whatever information or clarification is necessary and to ensure that the proceedings are cordially conducted.

6.3.3 The panel should avoid voting but in any event the Chair will not have a casting vote. The Chair should ensure that the appeal forum does not become an extension of the negotiating processes in the authority.

6.3.4 If it is necessary to vote, then the arrangements adopted may be based on the provincial appeals model: the decision to be taken on the basis of a majority of each side.

6.3.5 It is essential that the outcome of the appeal panel is based on the assessment of the factor(s) challenged against the criteria of the scheme and ensure that the assessment has not been due to a misapplication of the scheme. Panel decisions influenced by individual performance and personality or awarded for ‘political’ reasons may eventually lead to the skewing of the pay structure, loss of credibility in the scheme and in the appeal process.

6.4 ROLE OF THE PANEL MEMBERS

The role of the panel is to hear and consider the presentations of the written and oral submissions by the respective parties. Whilst the panel is designed to operate on a joint basis it should be recognised that the panel is composed of distinct ‘interests’. It is important that the panel members should approach the question of appeals on an objective basis and avoid, as far as is possible reflecting their respective ‘interests’ both in the questioning of the appellant and the management representative, and in the decision on the appeal. In order to encourage this approach it is advisable that a regular panel is established and trained together in the scheme and its interpretation, with the aim, as far as is possible, of reaching consensus decisions.

6.5 ROLE OF APPELLANT OR MANAGEMENT PARTICIPANTS AND THEIR REPRESENTATIVES

The role of the appellant and management of their representatives is to present their case to the panel on the factor(s) challenged clearly and concisely. They will have the opportunity to ask questions of the other parties and to summarise their case statements to the panel.

6.6 ROLE OF OTHER PARTICIPANTS

6.6.1 Technical Adviser

Some authorities provide for a technical adviser in appeal hearings. The role of the adviser, who is often the most experienced or senior job evaluation analyst, is to advise the panel on issues of technical application and whether information is admissible. Where a Technical Adviser is used, s/he does not have a vote or participate in panel decisions.

6.6.2 Secretary

Some authorities provide for a record of the case and the discussion of the hearing. Given the submission and exchange of case papers prior to the hearing, which the arguments frequently reflect in greater detail, the need to record the evidence is not essential – other than recording the outcome of the panel decision(s).

6.7 ADMISSIBLE ISSUES

The job description at the time of the evaluation (and any other related information e.g. publicity material etc).

The organisational structure at the time of the evaluation.

The factor levels awarded at the time of the evaluation.

6.8 INADMISSIBLE ISSUES

Reference to events or job responsibilities prior to or after the date of the evaluation.

Comparison with other posts – internally or externally.

Reference to personalities or performance/ability.

Additional information not submitted in the original papers unless the Chair agrees that this may be tabled.

6.9 INDIVIDUALS' STATUTORY RIGHTS

No part of the GLPC Job Evaluation Scheme or its supporting procedure will affect an individual's statutory rights.

6.10 OUTCOMES

Three outcomes are possible – the panel must decide on each factor challenged.

- level awarded – may change the points but not necessarily the grade
- level not awarded – no change to the grade
- failure to agree – not change to the grade but may be submitted to the Joint Secretaries.

6.11 PROCEDURAL ISSUES

i) Copies of the case statements should be exchanged between the appellant and the management parties within the time limits established by local arrangements. Additional supporting evidence should be sent to the Chief Personnel Officer or other appropriate officer at least 10 days (or any local variation) before the hearing so that this can be included in the material sent to participants. Requests for additional information should be made in good time before the hearing so that this can be prepared. NB If there is no First Level Appeals Panel, then it will be necessary for the appellant to inform management of the factors to be challenged so that case statements can be prepared and exchanged.

ii) The following information should be provided by the respective parties for each case:

- an agreed job description and organisational structure
- the job evaluation results for each factor level
- the factor(s) challenged; and
- a concise case statement by the respective parties containing the reasons for the appeal.

iii) The case statements should focus on the factor(s) in dispute summarising the key points contested and relate the arguments to the factor levels in dispute.

iv) All relevant papers and information regarding the appeal should be included in the case submission. No papers should be tabled without the permission of the Chair.

v) If a group of appellants from similar posts are appealing, they may choose one or a smaller number to represent their case, but it should be clearly understood that any decision may apply to all cases even if an appellant was not present.

vi) Applicants for regrading may be represented by a Trade Union or work colleague.

vii) Witnesses may be called where this is considered appropriate.

viii) Presentations should be clear and concise. Questions and answers will fill in any points of detail which are not clear.

ix) The panel will adjudicate on whether the post is correctly graded and inform the parties of their decision. Issues of personalities or criticism of individuals should not be brought up before this body.

x) Although a formal body, the appeals panel should aim to maintain an informal and friendly atmosphere.

6.12 MODEL APPEALS HEARING PROCEDURE

i) Chair to make introductions.

ii) The appellant and/or representative present their case to the panel setting out the grounds, facts and reasons why the factor(s) are challenged.

iii) The management and/or representative may ask questions of the appellant/representative.

iv) The management and/or representative present their case to the panel setting out the grounds, facts and reasons why the factor levels have been awarded.

v) The appellant/representative may ask questions of the management/representative.

vi) The Panel may ask questions of both sides.

vii) Each side provides a summary of their submission. (No new evidence to be introduced).

viii) The parties withdraw leaving the Panel to deliberate on each factor challenged.

ix) Where the panel requires further information of one party, both parties must be called.

x) The panel shall reach a decision on each of the factor levels challenged and convey their decision to the parties either orally, or at a later date, in writing.

xi) The decision of the Panel is final and there is no further right of appeal, only excepting a Failure to Agree.

xii) Where a Failure to Agree is the outcome, either party may approach the Joint Secretaries of the GLPC.

7. GUIDANCE NOTE FIVE: MAINTENANCE AND REVIEW OF THE SCHEME

7.1 It is essential to provide regular maintenance of job evaluation schemes to ensure they do not fall into misuse or become outdated. Arrangements have been established at Provincial level to ensure regular review of the Scheme and similar arrangements should also be developed at local level, particularly where decentralised arrangements occur.

7.2 Overall reviews should ensure that regradings or changes in the grading structure have been consistent and non-discriminatory, and are supported by comprehensive records to enable future assessments to be conducted on the same basis as the original.

APPENDIX C ANNEXE 1

CHECKLIST OF CONSIDERATIONS WHEN DRAWING UP JOB DESCRIPTIONS

KEY POINTS

The following points should be taken into account when constructing a job description.

1. Job title gender neutral (unless specifically exempted under the Equality Act 2010.
2. No duplication/overlap of information under job duties.
3. Query any reference to ‘desirable’ qualifications/experience, as they may be discriminatory. If these are used, they should be contained in the personnel specification rather than the job description.
4. Check language and terminology for clarity, consistency and value judgements.
5. Are any sections too detailed or too vague?
6. If competencies are used in the job description, is sufficient detail available to undertake job evaluation analysis?
7. Make sure quantitative information is provided, e.g. how much, what sort, how often.
8. Has any information under job duties been omitted from the job description which may affect the accuracy of assessment under factor analysis?
9. Are questionnaires and/or job descriptions agreed by postholder and manager and signed off?

APPENDIX C ANNEXE 2

JOB EVALUATION CHECKLIST

The purpose of the checklist is to ensure that the information necessary to evaluate the post is obtained.

1. **Identify the main responsibilities and tasks of the post**.

2. SUPERVISION/MANAGEMENT OF PEOPLE

Supervision of staff:
- Numbers
- Dispersal
- Full supervisory responsibility
- Shared supervisory responsibility
- Deputising function
- Contract/agency/indirect staff arrangements

3. CREATIVITY AND INNOVATION

Identify the nature of the creativity in the post, for example:
- Communication skills
- Problem solving
- Case work
- Design of programs
- Counselling
- Reports/presentation skills

4. CONTACTS AND RELATIONSHIPS

Identify:
- Range
- Purpose
- Frequency
- Outcome

5. DECISIONS

Type of decisions/recommendations:
- Extent
  - Department/section
  - Clients
  - Inter-departments
  - Procedures/Policy
  - Whole authority
  - Service Provision
  - Contract management
  - Other
- Availability of guidelines (written/oral/custom and practice)
- Access to advice beyond the level of the post

6. RESOURCES

Personal and identifiable accountability for resources:

- Physical resources
- Financial resources
- Value of resources

7. WORK ENVIRONMENT

Work Demands:

Patterns of work	- Established - Regular - Interruptions - Fluctuations - Pressure to change between task/work areas - Conflicting priorities - Management of others' conflicting priorities
Physical Demands:	- Level of physical effort required - Position and posture adopted - Continuity of effort required
Working Conditions:	- Where the job is carried out (inside or outside) - Difficult or disagreeable conditions encountered - Frequency of exposure to the above
Work context:	- Identify the normal work environment - Extent of availability of staff support, if required - Extent of organisation's safety/security arrangements

8. KNOWLEDGE AND SKILLS

Type of knowledge and skills required, for example:

- Caring skills/social/domestic
- Communication/linguistic
- Technical/dexterity
- Academic

More than one area of knowledge and skill required? If so, which?

Is there a statutory requirement for a qualification for the post?

9. SUM UP THE MAIN PURPOSE OF THE JOB.

APPENDIX C ANNEXE 3

JOB EVALUATION PROCESS

Initiated by:

- Employee
- Chief officer
- Organisational review
- Creation of a new post

Method:
(Based on Job Description and Organisational Structure, and questionnaire where appropriate)

- Paper verification
- Job Evaluation interview
- Computerised system

Assessment:

- Evaluation by Job Analyst
- Evaluation by Panel

Results:

- Manager
- Employee

Appeal:

- Local Joint Appeal Panel