

JOB EVALUATION

1. INTRODUCTION

Job evaluation is concerned with assessing the demands of different jobs as a method of determining their relative worth. The differences in job requirements will then be reflected in grading and pay differentials. Job evaluation is therefore an important method of establishing a pay structure which is seen to be fair and equitable throughout the Council. The grades of some occupational groups such as teachers are determined by national agreements.

Barnet operates two job evaluation schemes:

- the Greater London Provincial Council (GLPC) revised job evaluation scheme, relating to those staff remunerated on or below spinal point 53 and
- the HAY job evaluation scheme for senior managers (graded above spinal point 53).

These job evaluation schemes are analytical, i.e. each job is analysed and assessed against a range of separate factors in order to determine the grade. As jobs are assessed against common criteria, such schemes meet the requirements of the Equal Pay Act 1984 which states that jobs should be evaluated:

“...in terms of the demands made of a worker under various headings (for instance, effort, skills, decisions).”

The use of a job evaluation scheme to determine grades ensures that pay differentials are fair and non-discriminatory, and work of equal value is equally rewarded.

Jobs will be evaluated using either the GLPC or HAY schemes either as part of a restructuring or organisational review or when a regrading application has been received.

2. PRINCIPLES

2.1 Job evaluation is concerned with the job, not the person doing it. It is **not** a method of appraising individual performance, but a means of assessing the grade appropriate to a job at any particular level. Although individual performance within the job will have an impact on the dimensions of the role, the scope of a job is ultimately defined by management, who have the responsibility for designing jobs to meet the needs of the organisation.

2.2 Analysis of the job is made on the basis of information contained in the Job Description and organisation chart. It is of paramount importance, therefore, that the job description accurately describes the scope and breadth of the role. Assessment of the factor level must be objective, where opinions are supported by facts rather than assumptions, so that decisions are not merely the expression of personal bias. The need for objectivity is particularly important to ensure comparability between jobs mainly carried out by men and those mainly carried out by women.

- 2.3** In order to eliminate bias the assessment is made by a panel of trained evaluators who evaluate the job individually and then come together to reach a panel decision. Jobs are evaluated by HR staff in order to ensure consistency between service areas.
- 2.4** As job evaluation is a more objective means of assessing the demands of different jobs, it can help to create simpler pay structures, establish acceptable differentials and, by removing existing anomalies and inequities in pay, it should help to reduce the number of grievances over pay levels.
- 2.5** Although Job Evaluation may establish internally consistent relativities, this may not be compatible with the external labour market. Where there are shortages of skilled professional workers, for example, the market rate may be higher than can be justified according to the scheme.

3. THE GLPC JOB EVALUATION SCHEME

- 3.1** In June 2000, the Greater London Provincial Council (GLPC) introduced a revised Job Evaluation Scheme which was commended to London boroughs. The scheme was built upon the best elements of schemes previously used in London and was developed for application in conjunction with the Single Status Agreement.
- 3.2** The scheme recognises a broad range of skills including dexterity, coordination skills, caring skills, communication skills etc. which can be gained through both paid and unpaid work experience. The use of the scheme often requires the re-assessment of 'traditional' perceptions of the relative values of the skills involved in men's and women's work.
- 3.3** Under the scheme, jobs are assessed according to 7 factors:
- Supervision/Management of People
 - Creativity and Innovation
 - Contacts and Relationships
 - Decisions
 - Resources
 - Work Environment
 - Knowledge and skills
- 3.4** Each factor has a number of levels to distinguish between the degree of knowledge and skill, decisions, creativity etc. and a number of points are awarded according to assessment of the level at which the job operates. The number of points will then determine the grading of the job.

4. THE HAY JOB EVALUATION SCHEME

- 4.1** The HAY job evaluation scheme was introduced in 1989 to evaluate the grades of all Senior Officers above spinal point 49. The scheme was developed by the HAY group management consultants and has been introduced in a wide range of public and private sector organisations.
- 4.2** Jobs are assessed against 3 common elements: Know-How, Problem-Solving and Accountability. These common elements further sub-divide into 8 factors thus:

- **Know-How**
 - Range and depth of Professional, Technical & Practical Skills
 - Management Breadth
 - Human Relation Skills

- **Problem-Solving**
 - Freedom to Think or Thinking Environment
 - Thinking Challenge

- **Accountability**
 - Freedom to Act
 - Magnitude
 - Impact

4.3 Jobs are assessed by examining the job description of the employee and a questionnaire which provides more detailed information about the dimensions of the job.

4.4 The score for each job is calculated by using a range of guide charts for each common job element which give scores at each job factor level.

4.5 Once a number of benchmark jobs have been evaluated then others are 'slotted' by selecting scores against the framework of benchmark evaluations.

4.6 The process of evaluation using the HAY scheme is complex, and must be performed by fully trained practitioners.

5. THE JOB EVALUATION PROCESS

5.1 Jobs will be evaluated using the GLPC or HAY scheme either as part of a restructuring or organisational review or when a regrading application has been received.

5.2 The evaluation will be made on the basis of the information contained in the Job Description and Job Evaluation Questionnaire together with the organisation chart.

5.3 For the GLPC job evaluation, an initial evaluation may be done by trained evaluators within HR to ensure consistency in grading practice across the authority.

5.4 HAY job evaluation is carried out by a panel comprising members of HR chaired by the Head of Human Resources (all of whom are trained in the use of the HAY scheme).