

Job Evaluation Policy & Procedure

Document Date: January 2022
Purpose: To set out RHSU's policy in respect of job evaluation and the procedure that should be followed when evaluating a role.
Audience: Permanent staff

1. Overview

- 1.1. Job evaluation is a systematic and objective method of determining the relative value of individual jobs within an organisation, leading to a hierarchy of jobs that is fair and avoids prejudice or discrimination. It is also a good basis for a fair pay system.
- 1.2. Job evaluation exists in one form or another in all organisations – whether or not it is defined as such. For example, as soon as you have two employees in different jobs being paid different wages, the organisation has started evaluating the relative importance of those jobs.
- 1.3. An analytical job evaluation scheme breaks jobs down into core components relative to the organisation. It ranks jobs by appraising the factors that a job involves – such as skill, responsibility, and problem solving. It is objective and transparent, and can be consistently applied to all jobs.
- 1.4. Job evaluation is not: scientific; an exact measurement of duties or tasks performed; or a way of judging a job holder's performance.
- 1.5. The policy should be read in conjunction with the Pay & Reward Policy.

2. Principles

- 2.1. A bespoke analytical Job Evaluation framework was developed by RHSU in 2014 to ensure an objective mechanism that was able to cater to the broad range of permanent job roles that exist across the organisation. It was reviewed in 2022 to ensure it is still fit for purpose in relation to the organisation that we are today.
- 2.2. It is our policy that all jobs are evaluated against this framework and any new jobs that are created, or existing jobs that are significantly revised, must be evaluated against this framework to ensure equity and consistency.
- 2.3. The following principles will be applied when analysing roles under our job evaluation framework:
 - 2.3.1. It is the role and not the individual performing the role that is analysed.
 - 2.3.2. Job descriptions and person specifications should be used as the basis for job evaluation but also what employees do on a day-to-day basis should be considered.
 - 2.3.3. The process should be transparent to enable staff to understand the basis on which jobs are evaluated.

2.3.4. Job evaluation should be linked to our pay-scale where employees performing work of equal value are rewarded equally

2.3.5. An evaluator should not evaluate their own post.

3. Procedure

3.1. Where a new or significantly amended job role needs to be evaluated, a Job Evaluation Panel will convene to analyse the role using the Job Evaluation framework. The panel will usually consist of:

- CEO
- A member of the senior management team
- A line manager from the team where the role sits
- People & Development Manager or delegated HR representative.

3.2. Job Descriptions and Person Specifications will be kept updated (by line managers in liaison with individuals in post) to ensure they reflect the overarching responsibilities of the role.

3.3. Roles will be evaluated against the Job Evaluation framework which uses common factors applicable to all of the jobs within the organisation (as set out in the framework in section 4 below).

3.4. Individuals may request to view the matrix which determines the individual score for the job and therefore the grade.

3.5. Re-evaluation will only be triggered by significant and permanent changes to duties. Continuous monitoring of any changes to jobs will be made by line managers in conjunction with HR.

4. Framework

4.1. The Job Evaluation framework evaluates each job using common factors which are applicable to all of the jobs within the organisation; Knowledge & Skills; Responsibility; Problem Solving; Work Context. A copy of the full framework can be seen in Appendix 1.

4.2. Each factor may be broken down into further 'rating criteria'. For example, 'Responsibility' includes further criteria of 'Financial Responsibility' and 'Supervisory Responsibility'.

4.3. Each criterion is given a number of levels. For example, 'Financial Responsibility' ranges from levels one to six, depending on the level of financial responsibility the post-holder holds. A value is attached to each level. The evaluators will add the scores for each factor, to determine a score for the role.

4.4. Jobs within the same score bracket should be considered of equal value and allocated the same grade.

4.5. The factors, and measures, which are used in RHSU's Job Evaluation framework are as follows:

4.5.1. Knowledge & Skills

This factor measures knowledge and skill, in their broadest sense, in relation to the work or discipline required by the post, and which are necessary for the satisfactory performance of the full duties and responsibilities of the post.

The areas of knowledge and skill should not be restricted to specific technical, professional or specialist disciplines but may include skills such as; interpersonal; caring; numeracy; operational techniques; communication; sensitivity; tact; and management. These considerations will apply at all levels of this factor.

Whilst the cumulative knowledge and skill of a particular post holder is not especially relevant to the evaluation of the post, it may be a useful guide in demonstrating that in every level knowledge and skill can be acquired in different ways, through formal education and training; information education/training; socially acquired skills; practical experience within a similar job or work area; and/or practical experience in a dissimilar but relevant work area.

4.5.2. Responsibility

This factor is subdivided into financial responsibility and supervisory responsibility.

Financial Responsibility

This reflects the organisation's Scheme of Delegation and the level of impact and risk associated with a role's responsibility in this area. It distinguishes between administrative financial involvement (operational), statutory record keeping (risk) and strategic financial planning or accountability (impact).

Supervisory Responsibility

This measures the degree of responsibility for staff and others for whose work the post can be considered directly accountable. The criterion takes into account the number and grades of staff supervised; involvement in recruiting new staff; responsibility for training new staff; responsibility for allocation of work; involvement in the monitoring of performance of staff, including levels of involvement in discipline.

The number of staff supervised relates to an average number supervised on an average shift. For example, supervision of bar staff should relate to the average number of bar staff on duty under normal circumstances. Seasonal variations should not be over evaluated.

4.5.3. Problem Solving

This factor considers the level of independence and autonomy in the job holder's use of judgement in terms of creativity and decision-making within the role in addition to the consequence and impact their decision may have.

Creativity

This measures the extent to which a job requires the post-holder to be innovative and imaginative in response to issues and the resolution of problems. It is important to recognise that creativity and imagination can be exercised in a number of ways, for example, by caring and counselling work, menu design and creation, event design and planning, policy development and the written or spoken word.

Decision-Making

This factor measures both the requirements to make decisions or recommendations as a regular feature of the work and the consequences of those decisions or recommendations.

4.5.4. Work Context

This factor measures the degree to which the context of the work or the post will vary according to both:

- a) The impact of deadlines and demands for changes between work, taking into account the frequency and suddenness of change.
- b) The work environment and the extent to which the job holder's working pattern may vary, and work demands in relation to physical work and hazards present.

4.6. The following table demonstrates the points available for each factor and level:

Factor / Level	1	2	3	4	5	6
Knowledge & Skills	40	80	120	160	200	240
Responsibility: Financial	0	50	100	150	200	250
Responsibility: Supervisory	25	50	75	100	125	x
Problem Solving: Creativity	20	40	60	80	100	x
Problem Solving: Decision-Making (Discretion)	20	40	60	80	100	x
Problem Solving: Decision-Making (Consequence)	50	100	150	200	x	x
Work Context: Work Demands	15	30	45	60	x	x
Work Context: Work Environment	15	30	45	60	x	x
Totals	185					

The minimum number of points available across all factors and criteria is 185.

The maximum number of points available across all factors and criteria is 1135.

Appendix 1 RHSU Job Evaluation Framework

Context

- This framework should be used in conjunction with the Job Evaluation Policy & Procedure.
- A scoring grid should be completed, outlining the date of the Evaluation and the names of the decision makers.
- Notes should be made where there are key discussion points or rationale that may need to be relayed to individual post-holders.
- All scoring grids should be sent to suhrteam@su.rhul.ac.uk to be saved in the Job Evaluation folder.

Factor	Rating Criteria	Level / Measure	Points Value					
			1	2	3	4	5	6
1. Knowledge and Skills	Knowledge & Skills	1. Ability to undertake work with a basic knowledge and skill requirement, which involves a limited range of tasks that can be carried out after initial induction	40					
		2. Ability to undertake work with a comparatively basic knowledge and skill requirement, which encompasses a range of tasks involving application of readily understood rules.		80				
		3. Ability to undertake work concerning more involved tasks confined to one function or area of activity which requires a good standard of practical knowledge and skill in that area of activity.			120			
		4. Ability to undertake work of a variety of advanced tasks confined to one function or area of activity, which requires detailed knowledge and skill in a specialist discipline.				160		
		5. Ability to undertake work of a range of advanced activities applying to one or more functions which requires detailed knowledge and skills in specialist disciplines.					200	
		6. Ability to undertake work of a complex nature which requires detailed knowledge/advanced/high level of knowledge in a diverse range of specialist disciplines.						240
2. Responsibility	Financial	1. No direct responsibility for operational financial management i.e. no regular reference to financial reporting data, no or only ad hoc engagement with financial processes, and general role tasks can be completed without reference to or understanding of the organisation's finance policies or wider financial context.	0					
		2. Some direct responsibility for operational financial management i.e. includes reference to some financial reporting data for context that is likely cascaded down via line manager, but no expectation that data is interpreted or acted on individually. The role involves regular		50				

		engagement with financial processes i.e. raising purchase orders. As a result, the individual is expected to work with an understanding of and reference to related finance policies, and light knowledge of the financial context in which the organisation operates.						
		3. Ongoing direct responsibility for the use of financial management data provided to them to inform operational decision making. This can include, but is not limited to, line managers with a responsibility to receive financial management data and make operational changes to meet targets, establish savings or improve efficiency. Roles falling into this category are expected to own operational financial management for their given area, and take responsibility in cascading relevant information to their teams for context. Post holders should have clear understanding of finance policies and the financial context in which the organisation operates, and are expected to consider this when making operational decisions and guiding team members.			100			
		4. High level of direct responsibility for data management related to statutory financial reporting. Roles in this category will for example be responsible at an operational level for the entry of data into systems that form the organisation's general ledger, and are ultimately reported in the published accounts. Regular tasks include posting income and expenditure into the ledger, making journal adjustments as instructed, and ensuring accuracy in records held. Post holders are expected to have sound understanding of the financial context in which the organisation operates, and understand finance processes on a level that allows them to offer guidance and support to other staff.				150		
		5. The job involves strategic responsibility for financial resources, either in terms of strategic financial planning or the creation and implementation of financial processes and procedures that facilitate staff across the organisation in meeting their financial responsibility expectations. This would commonly be the case for senior managers that input into collaborative financial planning through budgeting, medium term planning, or senior finance team members whose outputs have a marked impact on the way finance is managed at RHSU, by forming appropriate policies and procedures in response to the organisations financial context.					200	
		6. The job involves ultimate financial accountability for the organisation, including taking final responsibility for the financial data published in statutory accounts and returns. Tasks should also include oversight of organisational budget setting and regular forecasting, long term financial planning and interpretation of finance and accounting legislation that dictate the organisations operating model. Post holders should be well						250

		aware of the financial context of the organisation, and the wider financial challenges arising within the sector, nationally and internationally.						
Responsibility	Supervisory	1. Little or no supervisory responsibility other than helping / inducting less experienced staff in the work of the group.	25					
		2. Occasional supervision of staff temporarily assigned or shared supervision of permanent staff.		50				
		3. Supervision of staff carrying out tasks in one identifiable area of work, responsible for performance management of staff. (1-3 permanent staff / 1 – 10 student staff on shift).			75			
		4. Supervision of more than one group of staff carrying out duties in the same general type of work, responsible for performance management of staff. (3 – 5 permanent staff / 11 – 30 student staff on shift).				100		
		5. Supervision of / or co-ordination and planning of the work of groups of staff carrying out work of a diverse nature, responsible for performance management of staff. (6+ permanent staff).					125	
7. Problem Solving	Creativity	1. Work with very limited opportunity for creative work or innovative thinking.	20					
		2. Work is largely regulated by laid down procedures, but needing occasional creative skills in dealing with some areas.		40				
		3. Creativity is a feature of the job but exercised within the general framework of recognised procedures.			60			
		4. Work which requires a range of imaginative solutions, or responses in a number of diverse subjects and involves application of original and innovative thinking.				80		
		5. Work carried out in unprecedented situations frequently involving an innovative response on diverse subjects, which have extensive policy and organisational implications.					100	
	Decision-Making (discretion)	1. Post requires little freedom to act, work is carried out within clearly defined rules. Procedures and advice are available if required.	20					
		2. Work is carried out within clearly defined rules and procedures involving decisions chosen from a range of established alternatives.		40				
		3. Work is carried out within policies and objectives where there is a wide range of choices and where advice is not normally available. And / or decisions where policy, procedures and working standards provide only general guidelines. The post holder would be expected to exercise judgement and initiative to make recommendations on more complex matters within a general framework of policy.			60			

		4. Decisions which lead to the setting of working standards in the provision of operational services. And / or decisions leading to changes in important procedures or service practice.				80		
		5. Posts which have a continuing responsibility for reviewing important policy, service practice and provision affecting a whole department or service, for making recommendations for change and managing the implementation.					100	
	Decision-making (consequence)	1. Decisions which have a limited and short-term effect on employees.	50					
		2. Decisions which have an effect on the internal operations of the post's own or other departments or on the individual or on the provision of service to members.		100				
		3. Decisions which have significant implications for the organisation or significant effects on employees or other individuals or other organisations.			150			
		4. Decisions which have a profound impact on the organisation's policies and activities across a number of departments or on large numbers of people or on organisations in receipt of the organisation's services.				200		
4. Work Context	Work Demands	1. Work where the programme of tasks is not normally interrupted.	15					
		2. Work subject to interruption to programme of tasks but not involving any significant change to the programme.		30				
		3. Work subject to changing problems or circumstances or demand.			45			
		4. Work subject to frequently changing circumstances and management of conflicting priorities.				60		
	Work Environment	1. Standard hours; minimum exposure to hazards; physical support easily available; and/or work requiring minimum physical effort.	15					
		2. Occasional shift work / unsocial hours; some exposure to hazards and/or physical support not in immediate vicinity or sometimes not available; and/or work requiring limited physical effort.		30				
		3. Regular shift work / unsocial hours, physical support not readily available and/or exposure to hazards; and/or work involving considerable physical effort.			45			

		4. Regular shift work / unsocial hours, regularly working hours extending after midnight, physical support not readily available and/or exposure to hazards; and/or work involving considerable physical effort.				60		
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