

# Job Evaluation (Banding) Policy



***Please complete the table below:***

*To be added by corporate team once policy approved and before placing on website*

<b>Policy ref no:</b>	26
<b>Responsible Executive Director:</b>	Deputy Chief Executive / Chief Finance Officer
<b>Author and Job Title:</b>	HR Manager/HR Business Partner
<b>Date Approved:</b>	06 December 2018
<b>Approved by:</b>	Deputy Chief Executive / Chief Finance Officer
<b>Date of next review:</b>	06 December 2021

	Yes/No/NA	Supporting information
Has an Equality Impact Assessment Screening been completed?	Yes	
Has the review taken account of latest Guidance/Legislation?	Yes	
Has legal advice been sought?	No	
Has HR been consulted?	Yes	
Have training issues been addressed?	Yes	
Are there other HR related issues that need to be considered?	No	
Has the policy been reviewed by JCC?	Yes	SPF for comments 14 August 2018
Are there financial issues and have they been addressed?		
What engagement has there been with patients/members of the public in preparing this policy?	None	Internal
Are there linked policies and procedures?	Yes	Agenda for Change Terms and Conditions of Service Handbook Recruitment and Selection Policy NHS Job Evaluation Handbook
Has the lead Executive Director approved the policy?	No	
Which Committees have assured the policy?		
Has an implementation plan been provided?	Yes	
How will the policy be shared with: <ul style="list-style-type: none"> <li>Staff?</li> <li>Patients?</li> <li>Public?</li> </ul>	Yes	
Will an audit trail demonstrating receipt of policy by staff be required; how will this be done?	Yes	

## Contents

1. Introduction .....	4
2. What does this policy and procedure cover? .....	4
3. Purpose and scope .....	4
4. Procedure for banding posts .....	5
5. Appointments .....	7
6. Duties and responsibilities .....	7
7. Consistency Checks and Monitoring Compliance .....	8
8. Right of appeal .....	8
9. Training requirements .....	9
10. Equality Impact Assessment .....	9
11. Monitoring compliance and effectiveness .....	9
12. Counter fraud .....	9
<b>13. References, acknowledgements and associated documents .....</b>	<b>9</b>
14. Appendices .....	10
14.1. Equality Impact Assessment .....	10
14.2. Implementation plan .....	10

# Job Evaluation (Banding) Policy

## 1. Introduction

This policy gives clarity on the procedure for banding posts that fall within the scope of Agenda for Change (excluding medical, dental and those on local terms and conditions and on very senior manager / Governing Body contracts), either on a substantive or temporary basis.

By far the majority of roles include some elements of higher and lower banded work so any small variation in this, such as covering for colleagues in roles of a higher or lower band, is not normally related to a permanent review of banding. In some occasions, staff may be given opportunities to 'act up' into vacancies at a higher level; in these cases, there should be a selection process related to the appointments process.

It is recognised that posts often change and evolve over time, or new posts are developed as a requirement of service or organisational change. This policy has been prepared as part of the Agenda for Change (AfC) partnership working model to provide a mechanism whereby posts can be subject to the AfC matching/evaluation procedure to recognise essential role changes.

## 2. What does this policy and procedure cover?

The Banding Policy and Procedure covers the following situations:-

- Banding of new posts.
- Banding of existing posts – this could be from a member of staff who feel their job has changed and that this might affect the band or through manager who is reviewing an existing post or one that has become vacant.
- Banding of existing posts due to organisational/departmental change.

## 3. Purpose and scope

The policy and procedure set out in this document applies to all employees on Agenda for Change Terms and Conditions, and excludes staff groups on other, non-agenda for change terms and conditions within the CCG.

The aim of the Banding Policy and Procedure is to ensure that all jobs are rewarded fairly and consistently and in accordance with the NHS Job Evaluation Scheme (also known as Agenda for Change).

All new and existing jobs covered by Agenda for Change should have an accurate and up-to-date job description and person specification. These jobs should be appropriately and consistently banded.

## **4. Procedure for banding posts**

### **4.1 Banding of a New Post**

Where brand new posts are developed, for which no other similar posts exist, the process of 'desk topping' will apply.

Desk topping is carried out by a trained Job Evaluation Practitioner (JEP). The process involves 'matching' the new post to one of the nationally agreed job profiles, and assigning an indicative banding.

A new post will be submitted by a Line Manager for evaluation with the relevant job description, person specification and structure chart to your local HR Representative.

Job evaluation requests received are checked that they are in the correct format using the current standard job description template and that all necessary information has been received. Where information is missing the request will be returned to the originator and the missing information requested. The Line Manager will then need to re-submit all paperwork for processing.

Job Evaluation requests are submitted to ConsultHR for evaluation and within prescribed timeframes.

Evaluation will be carried out using the NHS Employers (Agenda for Change) Job Evaluation Scheme.

### **4.2 Changes to Existing Roles**

If an employee feels their role should be re-evaluated / re-graded they should discuss this with their Line Manager in the first instance. It is, therefore incumbent on Line Managers to recognise their responsibility to ensure employees are not consistently asked to undertake responsibilities beyond those appropriate to their band.

It is important to note that applications for re banding should be based on the requirements of the post, not on the actual skills and experience of the post holder.

It should also be noted that undertaking a greater volume of work at the same band does not normally constitute grounds for re banding. The re banding of a post is determined by the level of responsibility contained within the role

If an employee is to be given additional responsibilities the line manager must ensure that if there is more than one post holder who could assume responsibility for those duties then a restricted competitive process is followed.

Where an employee feels there have been significant changes to their job role and these are not being reflected in their job description, and that management do not

feel the job role has changed significantly, HR Advice should be sought. Employees may also wish to take advice from Trade Union/Staff side representatives.

The Job Description and Person Specification must demonstrate that the knowledge, training and experience has increased and the level of autonomy and responsibility attached to the role has changed in line with the needs of the service.

Other cumulative changes within a job role would also indicate that re-evaluation may be appropriate.

It is important to consider that re-banding requests are an area which can often create anxiety for staff. It is important that good people management skills are employed across the CCG to avoid disappointment for staff who feel their contribution is not being fairly rewarded and as such the following points should be routinely taken into consideration by line managers -

- Ensure all employees have a current, accurate job description, which is reviewed in discussion with them.
- Ensure that all employees are not routinely expected to perform duties beyond the remit of their job description and level of remuneration.
- If it becomes necessary to extend an individual's duties, and responsibilities this should not be done unless managers can identify funding to support it. The CCG has an established level of funding against an established mix of staff. Any enhancement of the overall establishment needs to be funded by appropriate service development funding or, internal restructuring that identifies the necessary resources.

Job evaluation requests received are checked that they are in the correct format using the current standard job description template and that all necessary information has been received. Where information is missing the request will be returned to the originator and the missing information requested. The Line Manager will then need to re-submit all paperwork for processing.

Job Evaluation requests are submitted to ConsultHR for evaluation and within prescribed timeframes.

Evaluation will be carried out using the NHS Employers (Agenda for Change) Job Evaluation Scheme.

### **4.3 Employee requesting review of their role**

Employees requesting a review of their own job description must complete a Banding Review Application Form for submission to their Line Manager.

Employees cannot submit their own job description directly to HR for evaluation; it must be agreed and signed off by the Line Manager and Director. Where there is not agreement between an employee and their Line Manager this should be raised with the Line Manager's manager in the first instance. HR advice may be sought.

Where Line Managers are agreeing significant changes to job roles which may increase banding, they should have an awareness of the impact this will have on their establishment and budget. Line Managers should ensure they have adequate budget to action any changes which may result from job evaluation process.

Job Evaluation requests are submitted to ConsultHR for evaluation and within prescribed timeframes.

Evaluation will be carried out using the NHS Employers (Agenda for Change) Job Evaluation Scheme.

## 5. Appointments

### 5.1 New Appointments

Previous equivalent relevant experience, whether gained through paid or unpaid, inside or outside of the NHS must be evidenced to enable the CCG to determine if it is relevant and should be considered for setting starting pay level.

The appointing manager must assure themselves that the evidence presented by the employee or their previous employer, in the application form, reference request form, is measured and evaluated against the post's job description and personal specification requirements. Managers should seek advice from HR where appropriate.

The number of whole year's relevant experience will take effect from the agreed starting date.

### 5.2 Appointed to post with the same band

Staff transferring from one post to another on the **same pay band** will normally be appointed at the same incremental point that they were previously on.

### 5.3 Appointed to post with a higher band

Staff promoted to a **higher band** within the CCG will enter the new pay band at the minimum of the band or the first incremental point of the new pay band that gives them an increase in salary.

## 6. Duties and responsibilities

### Responsibilities of the CCG

The responsibility for the monitoring and provision of this policy initially rests with the Governing Body of the CCG

### Responsibilities of Human Resources

Human Resources are responsible for providing advice, guidance and support to line managers when considering re-banding.

### Responsibilities of Managers



Every Line Manager and member of staff should review the job description at least annually, performance reviews/appraisal may be considered an appropriate time to do this to ensure that the job description accurately reflects the responsibilities and demands of the role.

Before proposing any change via evaluation, the Line Manager must ensure that they have budget in place to pay for any proposed increase in banding.

The Line Manager is expected to have discussed changes where these are significant with HR before and throughout the process of re-writing the job description, person specification and organisational chart in order to ensure organisational consistency and avoid band drift across the organisation.

The Line Manager must ensure that all wording is reflective of the job required by the service and not an individual post holder

Managers are responsible for ensuring all requests are dealt with in a fair, equitable and consistent manner and line with the policy.

Managers are also responsible for making fair and informed decisions in line with policy, legislative and regulative requirements.

**Managers are responsible for ensuring that job descriptions are maintained and updated as requested so that they accurately reflect the current reality of the duties.**

## 7. Consistency Checks and Monitoring Compliance

Consistency Checks form an important part of the evaluation process. Staff side and HR representatives who are appropriately trained will carry out consistency checking after each Job Evaluation.

Consistency checks should incorporate review of evaluations:-

- Ensure job description is in up to date format
- Changes are in line with organisational knowledge and flag any issues of potential band drift to HR and Line Managers
- Ensure that the national profile selected is in line with the job role and purpose and that only information provided in the job description is used to support the banding.

## 8. Right of appeal

If a post has been to Job Evaluation and the band has either gone down or stayed the same, there will be the right to appeal. In order to exercise this right to appeal, the post holder will need to submit a written statement to HR, within 10 working days of receiving notification of the outcome, stating the reason why they think the Band outcome is incorrect. No additional information is required at this stage. If the Job evaluation panel require further information, they will ask for it.



There is no further right of appeal beyond this stage.

### **What happens if my application is successful?**

Any change in Band will be backdated to the date that the application is received by HR. It cannot be backdated beyond this date.

### **What happens if my post comes out at a lower band?**

If your post is banded lower, pay protection will apply. It is envisaged that this will be a rare occurrence.

## **9. Training requirements**

Training and support will be available to all line managers in the implementation and application of this policy.

## **10. Equality Impact Assessment**

All relevant persons are required to comply with this document and must demonstrate sensitivity and competence in relation to the nine protected characteristics as defined by the Equality Act 2010. The Act prohibits discrimination on the basis of age, disability, gender reassignment, marriage/civil partnership, pregnancy/maternity, race, religion/belief, sex or sexual orientation. It also means that each manager or member of staff involved in implementing the policy must have due regard to the need to: eliminate unlawful discrimination, harassment, victimisation; advance equality of opportunity between those who share a protected characteristic and those who do not; and foster good relations between people who share a protected characteristic and those who do not. If you, or any other groups, believe you are disadvantaged by anything contained in this document please contact the Document Lead (author) who will then actively respond to the enquiry.

## **11. Monitoring compliance and effectiveness**

This policy will be reviewed every 3 years but can be reviewed at any time if the CCG deems it necessary to do so or a review is requested by management or staff.

## **12. Counter fraud**

The CCG is committed to reducing fraud in the NHS to a minimum, keeping it at that level and putting funds stolen through fraud back into patient care. Therefore, we have given consideration to fraud and corruption that may occur in this area and our responses to these acts during the development of this policy document.

## **13. References, acknowledgements and associated documents**



Agenda for Change Terms and Conditions of Service Handbook  
NHS Job Evaluation Handbook

## **14. Appendices**

### **14.1. Equality Impact Assessment**

### **14.2. Implementation plan**

## 14.1. Equality Impact Assessment

Equality Impact Assessment Screening		
Query	Response	
What is the aim of the document?	To set out the CCG responsibilities in relation to Job Evaluation and banding of new, existing and individual jobs.	
Who is the target audience of the document (which staff groups)?	All staff	
Who is it likely to impact on and how?	Staff	Yes - All bandings will be handled and processed in a fair and transparent way and to avoid any subjective bias. No anticipated detrimental impact on any equality group. The policy adheres AFC Terms and Conditions, is legally compliant and takes account of best practice. Makes all reasonable provision to ensure equity of access to all staff. There are no statements, conditions or requirements that disadvantage any particular group of

		people with a protected characteristic.
	Patients	No
	Visitors	No
	Carers	No
	Visitors	No
	Other – governors, volunteers etc	No
Does the document affect one group more or less favourably than another based on the 'protected characteristics' in the Equality Act 2010:	Age (younger and older people)	no
	Disability (includes physical and sensory impairments, learning disabilities, mental health)	no
	Gender (men or women)	no
	Pregnancy and maternity	no
	Race (includes ethnicity as well as gypsy travellers)	no
	Sexual Orientation (lesbian, gay and bisexual people)	no
	Transgender people	no
	Groups at risk of stigma or social exclusion (e.g. offenders, homeless people)	no
	Human Rights (particularly rights to privacy, dignity, liberty and non-degrading treatment)	no

## 14.2. Implementation plan

Target Group	Implementation or Training objective	Method	Lead	Target start date	Target End date	Resources Required
Governing Body	Ensure GB is aware of CCG's responsibilities for implementation and monitoring of HR Policies	Cover paper to the policies to be presented to the Governing Body	HR Business Partner	1 January 2019	28 February 2019	staff time, governing body time
Executive Directors	Ensure awareness of responsibilities of CCG process to ensure compliance Individual Executive Director responsibilities Directorate Responsibilities	<p>Ensure systems are in place to implement relevant policies in their areas</p> <p>Discussion/bite size workshop on overview of policies with Individual Directors</p> <p>Launch of Policies at SMT</p> <p>Launch of Policies through Directorate meetings/briefings</p> <p>To ensure the provision of advice, guidance and support to Directors in the operation of HR policies.</p> <p>Ensure systems exist to identify staff training needs on the implementation of new and updated policies</p>	HR Business Partner	1 February 2019	31 March 2019	staff time, executive director time
Managers	Ensure awareness of CCG process and roles	<p>Ensure staff have read and understood the relevant policies, strategies and procedures.</p> <p>Ensure policies and procedures are accessible for all their staff on the Hub</p> <p>Ensure systems exist to identify staff training needs on the implementation of new and updated policies</p>	HR Manager/ Learning and Development Manager	9 <sup>th</sup> January 2019	31 March 2019	staff time, training room resources

		<p>Specific training sessions and 1:1 support to be provided, including awareness of the application of HR policies.</p> <p>Implementation of training workshops for Line Managers.</p>				
All Staff	Ensure awareness of CCG processes and procedures	<p>Information about the policy and CCG processes to be placed on the Hub/Consult HR platforms and to familiarise themselves with this policy and the how it may impact upon them.</p> <p>Ensure a system is in place for policies to be placed on the intranet</p> <p>Information about the policy and CCG process to be communicated through the Voice</p> <p>Awareness raising item at individual Directorate/Directorate SMT and team meetings</p>	<p>HR Business Partner/HR Manager/Comms</p> <p>Corporate Team/Comms Team</p> <p>Comms Team</p> <p>Executive Directors/Senior Managers</p>	1 January 2019	31 March 2019	staff time,