NHS
Kernow
Clinical Commissioning Group

Job matching and evaluation policy

Date approved: 23 July 2021

This policy was adopted by NHS Cornwall and Isles of Scilly Integrated Care Board (ICB) on 1 July 2022.

We are working to change the branding on our policies and to make sure they are accessible.

We intend to complete this work by 1 April 2023. While this work is underway, all references to NHS Kernow, the CCG and related structures should be taken to relate to the ICB.

This policy may not be suitable for users of assistive technology. If you use assistive technology (such as a screen reader) and need a version of this document in a more accessible format, please email ciosicb.corporategovernance@nhs.net. Please tell us what format you need. It will help us if you say what assistive technology you use.

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1. Introduction

Based on the principles of partnership working, we aim to ensure that job matching, and evaluation continues to be managed in a fair, objective and consistent manner in accordance with the national NHS job evaluation scheme. It is recognised that there may be a desire to recognise high levels of work output and commitment. However, the principles for reviewing job descriptions are based on an objective job matching assessment of what is actually required of the role and not an individual's capability. There are many ways in which your capability and development can be supported and advice on this can be sought from the people and organisational development (POD) team.

2. Purpose

This policy covers all colleagues at every agenda for change (AFC) pay band across all NHS Kernow Clinical Commissioning Group (NHS Kernow) sites. It covers jobs:

- where there is no suitable job description and person specification for you to use
- when responsibilities but not the volume of work have significantly and permanently changed
- reorganisation of work where job roles change

This policy explains:

- when it is appropriate to request a job matching or job evaluation review
- how the process works and how long it takes
- who is responsible at the different stages
- who can provide support with queries
- cross referencing to our other POD policies

3. Definitions

Job matching

The process by which banding is decided for each role.

Agenda for change

The pay and conditions structure for the NHS.

ESR

The NHS electronic staff record (ESR) which provides an integrated human resources (HR) and payroll system to NHS organisations.

Contract amendment form

The contract amendment form (CAF) is used to change details on ESR.

4. Responsibilities

The individual

Responsible for following the guidance contained within this policy if you wish to request a review of the banding of your post. You will need to work in partnership with your line manager to accurately reflect the duties and responsibilities of your post in your job description and person specification.

The line manager

Your line manager is responsible for ensuring that you hold a current, accurate job description which is reviewed with you on an annual basis as part of the appraisal process. They should also ensure that you're not expected to routinely perform duties beyond the remit of your job description, and they do not take advantage of your willingness to work beyond the scope of your duties on a routine basis.

If it becomes necessary to extend your duties substantially and permanently, they must submit the revised job description with a request to re-evaluate your post. Before your line manager can submit this, they need to seek approval from their head of service and director. They must also ensure that any re-banding within a team is undertaken in a fair and equitable manner with all colleagues having fair access to opportunities for advancement.

Line managers are responsible for ensuring a job matching process has been completed before recruiting into a new role. Due consideration to the time required for this to be completed will need to be factored into the recruitment process.

Agenda for change and consistency panel members

AFC and consistency panel members are responsible for working in partnership to provide quality assurance for every job description matched to a national profile. They should also highlight any concerns regarding consistency of outcomes against other similar posts. The panel members will also provide advice and make recommendations with regards to improvements to process and any inconsistencies identified.

People and organisational development

The POD team are responsible for facilitating the process, organising panels and communicating outcomes, and monitoring the performance of the job evaluation and matching process.

The head of POD has responsibility for the operational implementation and ongoing monitoring of the job evaluation and matching policy and the procedures that apply.

Governing Body

We have appointed the Governing Body to have overall responsibility for procedural documents and they delegate the day-to-day responsibility for colleague policies to the head of POD.

We are committed to our duties under the Equality Act 2010 and we reflect this commitment in the way in which we commission services. We actively seek assurances that commissioned and independent contractors can demonstrate their commitment to equality and that they have appropriate mechanisms in place to ensure pay inequalities do not occur.

5. What is job matching?

Matching occurs when trained panellists consisting of both line management and colleague representatives can match a job description to a nationally agreed profile. This profile describes a post which is standard within the NHS and which has many common features with other similar roles. A list of all national profiles can be accessed on the NHS Employer's website. Panels can be undertaken by trained panellists, with management and trade union colleagues in equal number or we can outsource job matching and consistency checking to a reputable and fully trained third party provider in the interests of efficiency.

6. What is job evaluation?

Evaluation occurs only when it has not been possible to match a post against a national profile because the role is unique and/or significantly different to other similar roles elsewhere in the NHS. Posts which are unable to be matched against a national profile will be evaluated using a job analysis questionnaire which will be agreed by you, if appropriate, and your line manager with support and guidance from trained analysts and evaluators.

7. When is job matching used?

Job matching will normally arise in the following circumstances:

- a newly funded post has been created
- due to significant and permanent changes in the responsibilities of the post but not volume of work
- in line with a wider organisational change programme
- vacancies in the structure lead to a significant reorganisation of work

We recognise that there may be a desire to recognise your high levels of work output and commitment, but the principles for review are based on an objective job matching assessment of what is required of the role and not your capability. There are many ways in which your capability and development can be supported and advice on this can be sought from the POD team.

8. When can I ask for a job to be matched?

When you've been in a newly banded post for between 3 to 6 months you have the right to request a review of the outcome of the original job banding. You should get agreement with your line manager before you request for your banding to be reviewed. Your line manager will review any changes that you feel are significant and if they agree that job matching is required, they will submit the request.

Unless the above applies, your post won't be considered for further matching within 12 months of a previous evaluation review unless there is clear evidence to demonstrate significant changes to the role and responsibilities, or a relevant new national profile is published.

9. How do I submit a request?

There are different processes to follow for new and existing roles.

New roles

When a new role is identified the line manager will prepare a job description and person specification using the required template obtained from IRIS. Line managers may wish to seek advice from the POD team on how to complete this. It is the responsibility of the line manager to ensure the newly created job description is a true and accurate reflection of the roles and responsibilities required of the post. Investing sufficient time at this stage will ensure the final banding mirrors the role and responsibilities of the post.

The line manager should send the completed templates by email to the POD team with a completed resource request. After POD team have completed the relevant checks, the request will be sent to the next available job matching panel.

Following a consistency checking process, the POD team will liaise with the line manager and inform them of the outcome of the evaluation together with the matching report and consistency check.

Existing roles

Where your role has significantly changed from the original banded job description due to changes in our organisational requirements, a new job description should be written by your line manager to reflect your new responsibilities. A banding review application will only be considered if there have been significant and permanent changes to your responsibilities. The nature of our business means that there will be peaks and troughs in workload from time to time and it is our reasonable expectation that you'll be able to manage this accordingly. Unless this a longer term sustained change, a temporary increase or decrease in workload will not be considered as a suitable reason to request a banding review.

Line managers should be aware that any proposed changes to a colleague's job description may have a detrimental effect on another colleague's role and

responsibilities. If this is the case, then line managers should seek advice from the POD team in the first instance.

The line manager should send the completed templates by email to the POD team with a completed resource request. After POD have completed the relevant checks, the request will be sent to the next available job matching panel.

Following a consistency checking process, the POD team will liaise with the line manager and inform them of the outcome of the evaluation together with the matching report and consistency check.

The outcome of the matching panel is final and there will be no further attempts to adjust the band. For this reason, line managers and colleagues (if applicable) should invest adequate time and resource to make sure that the job description and person specification exactly meet the requirements of the role. Job descriptions should be written to give a broad outline of overall responsibilities and not a list of individual tasks but should include terms like ‘other reasonable duties’ which reflect the scale and scope of the job. The line manager should send the completed templates by email to the POD team with a completed resource request. After POD have completed the relevant checks, the request will be sent to the next available job matching panel.

If the outcome of the job matching process is an increase in band this is considered a promotion.

Promotions will normally be the outcome of a competitive recruitment process. However, certain circumstances, such as this, may allow for a non-competitive process, as long as there is no unfairness or other negative impact on other colleagues. In this case the competency of the employee for the role must be tested and matched to the role in order that an appropriate development plan can be made. Managers will need to establish a minimum standard of skills and competencies to be tested at interview and prepare for the eventuality that the post-holder may not reach this standard by talking to the people and OD team ahead of the process. A POD colleague and a manager outside of the directorate may review the request, or be involved in the assessment, to ensure objectivity.

In accordance with agenda for change, for newly appointed or promoted staff, their pay step date will be the date they take up their post.

If the assessment stage is successful, the line manager should then complete a CAF and submit this for approval where necessary. The effective date of the change will be the agreed date after the post passed consistency checking and the post holder has been assessed and will not normally be backdated.

Where the outcome of the process is unchanged from the original banding, you will be required to work within the framework of new job description on your current band. Where the outcome recommends a lower band than you are on currently, your line manager will seek advice from POD before discussing this with you.

10. How long does job matching take?

It will take you and your line manager some time to complete the initial job description and person specification and time spent here will ensure that the matching and consistency panels are able to do their job quickly and effectively.

Following the initial submission to the job matching panel, we should have a response within 4 weeks. We then need to send the outcome to the consistency panel for further checking and this should be completed within another 4 weeks. These timescales are our best guide and is dependent on the date of submission and the availability of panel members. We'll not delay the process unnecessarily and we'll keep your line manager informed of progress.

11. When does a job get evaluated?

Job evaluation occurs only when it has not been possible to match a post against an AfC national job profile. The job is likely to be unique and/or significantly different to other similar roles elsewhere in the NHS. Posts which are unable to be matched against the national profile will be evaluated by you, or your line manager if it is a new post, by completing a job analysis questionnaire.

Once the questionnaire has been completed a meeting will be held with 2 trained job analysts (consisting of 1 line management and 1 trade union colleague representative, or a fully trained third party provider) to undertake a job analysis interview with you and/or your line manager. Following the job analysis interview the questionnaire may be amended and will need to be agreed and signed by you and your line manager.

The completed questionnaire will then be submitted to a job evaluation panel for banding and consistency checking. Job evaluation occurs only when it has not been possible to match a post against an AfC national job profile. The job is likely to be unique and/or significantly different to other similar roles elsewhere in the NHS. Posts which are unable to be matched against the national profile will require a job analysis questionnaire prior to evaluation. This will be completed by you and/or your line manager.

The completed questionnaire and the job description will then be submitted to a job evaluation panel for banding and consistency checking.

12. Hybrid matching

The hybrid matching procedure will be used when there is a matching failure in accordance with the job evaluation handbook, which results in a no match outcome. Hybrid matching is acceptable for jobs with particular responsibilities or skills which are distinct from other jobs.

If a post has been through the matching process and results in a no match, the factors that have been successfully matched are deemed to be correct. The factors that have not matched will then be subject to job evaluation through the completion

of the relevant factor sections of the job analysis questionnaire, and the main tasks and organisation chart pages.

The sections of the job analysis questionnaire must be signed off by you as the post holder (if applicable) and your line manager for existing posts, and the line manager for new posts, and will be subject to job analysis and subsequently job evaluation. The scores from the factors subject to job evaluation will be incorporated with the factors that have been matched to achieve an overall score for the hybrid match.

At least 1 member of the matching panel will be present on the job evaluation panel to ensure consistency.

The hybrid procedure is appropriate when both the matching panel you as job holder agree to the hybrid procedure being applied, and:

- most factors have matched to the profile levels without variation.
- no more than 3 factors have 2 or more level variations outside of the profile range
- factor 2 (knowledge training and experience) and factor 12 (freedom to act) have matched
- there is no other national profile that the job can be matched to and the banding outcome is nevertheless likely to fall within the same pay band as the original unsuccessful profile

13. Temporary change in roles

When a temporary change of role is proposed, an assessment of the banding of the new role may need to be made for example extra duties or responsibilities as cover for an absent colleague. Any additional duties and or responsibilities must be incorporated into a job description that covers you as the temporary post holder during this period. It would be unusual for you to assume the full duties and responsibilities for a colleague who is on annual leave or shorter-term sickness.

If you act up into a higher pay band, you will only be paid the relevant band for the duration of the acting up period if you undertake the full duties and responsibilities of the job description relevant to the post. In circumstances where you're not required to carry out the full responsibilities of the post, pay will be determined by job evaluation as above. Should this arrangement become a permanent requirement, the role will be advertised, and candidates assessed in the usual way.

14. Appeals

The line manager or colleague, if applicable, may appeal the decision, remembering that the appeal process is not designed to be used to resubmit multiple requests for banding reviews. It cannot go to appeal if it's simply that you, if applicable, or your line manager do not agree with the panel's final decision. There must be evidence to suggest that the job matching process was not followed for an appeal to be commissioned.

15. Who can help with queries?

If you're a colleague, you should seek advice from your line manager in the first instance. If your line manager requires further guidance the POD team can provide advice and support for any of our colleague policies.

16. Implementation plans and monitoring effectiveness

Implementation will include the following:

- a copy of the policy will be stored electronically in IRIS
- a copy of the policy will be circulated to members of the POD team
- it will be included in management training where appropriate
- the POD team will monitor effectiveness

A clear communication will be sent to all colleagues to make them aware that the revised policy has been issued and that they are responsible for familiarising themselves with it.

17. Update and review

This policy has been agreed by staff voice, management and staff side representatives.

The policy will be reviewed every 3 years or earlier in view of developments which may include legislative changes, national policy instruction or board decision. From time to time, we may monitor compliance and effectiveness of this policy by reporting on the number of posts reviewed by panels and the outcomes. The POD team ensure any subsequent recommendations are undertaken and incorporated into this policy if appropriate.

18. Policies referred to in this document

No other policies were referred to in this policy

Appendix 1: Equality impact assessment

Name of policy or service to be assessed: Job matching and evaluation policy
Department or section: Finance
Date of assessment: 12 March 2021
Person(s) responsible for the assessment: POD
Is this a new or existing policy? Existing

Aims, objectives and purpose of the policy

Describe the aims, objectives and purpose of the policy

To ensure that the process for job matching is agreed and understood.

Who is intended to benefit from this policy, and in what way?

All colleagues by ensuring they have a correctly banded role.

What outcomes are wanted from this policy?

A clear and consistent approach to job matching.

What factors or forces could contribute or detract from the outcomes?

Lack of understanding of the policy.

Who are the main stakeholders in relation to the policy?

Colleagues, and management.

Who implements the policy, and who is responsible for the policy?

The POD team.

Differential impacts

Perspective of race, nationality and/or ethnic origin

Does this have a positive or negative impact on black, Asian and minority ethnic (BAME)?

The policy aims to ensure a consistent fair process for all colleagues.

How will any negative impact be mitigated?

Not applicable.

Perspective of sex

Does this have a positive or negative impact on people who identify as male, female or intersex?

The policy aims to ensure a consistent fair process for all colleagues.

How will any negative impact be mitigated?

Not applicable.

Perspective of disability

What is the positive or negative differential impact on people from the perspective of disability?

The policy aims to ensure a consistent fair process for all colleagues.

How will any negative impact be mitigated?

Not applicable.

Perspective of sexual orientation

Does this have a positive or negative impact on people who identify as heterosexual, lesbian, gay, bisexual, pansexual or asexual?

The policy aims to ensure a consistent fair process for all colleagues.

How will any negative impact be mitigated?

Not applicable.

Perspective of age

What is the positive or negative differential impact on people from the perspective of age?

The policy aims to ensure a consistent fair process for all colleagues.

How will any negative impact be mitigated?

Not applicable.

Perspective of religion or belief

What is the positive or negative differential impact on people from the perspective of religion or belief?

The policy aims to ensure a consistent fair process for all colleagues.

How will any negative impact be mitigated?

Not applicable.

Perspective of marriage and civil partnership

What is the positive or negative differential impact on people from the perspective of marriage and civil partnership? This is particularly relevant for employment policies.

The policy aims to ensure a consistent fair process for all colleagues.

How will any negative impact be mitigated?

Not applicable.

Perspective of gender re-assignment

Does this have a positive or negative impact on people who identify as trans or transgender, non-binary or gender fluid?

The policy aims to ensure a consistent fair process for all colleagues.

How will any negative impact be mitigated?

Not applicable.

Perspective of pregnancy and maternity

Does this have a positive or negative impact on people who are pregnant, breast feeding mothers, or those on maternity leave?

The policy aims to ensure a consistent fair process for all colleagues.

How will any negative impact be mitigated?

Not applicable.

Other identified groups

The policy aims to ensure a consistent fair process for all colleagues.

How will any negative impact be mitigated?

Not applicable.

Human rights values

How have the core human rights values of fairness, respect, equality, dignity and autonomy been considered in the formulation of this policy, service or strategy?
This policy and procedure are based on the principles of fairness and equality relating to the statutory right that applies to every colleague to request flexible working.

If they have not, please reconsider the document and amend to incorporate these values.

Which of the human rights articles does this document impact?

☐ To life
☐ Not to be tortured or treated in an inhuman or degrading way
☐ To liberty and security
☒ To a fair trial
☐ To respect for home and family life, and correspondence
☐ To freedom of thought, conscience and religion
☐ To freedom of expression
☐ To freedom of assembly and association
☐ To marry and found a family
☒ Not to be discriminated against in relation to the enjoyment of any of the rights contained in the European Convention
☐ To peaceful enjoyment of possessions

What existing evidence (either presumed or otherwise) do you have for this?

Not applicable.

How will you ensure that those responsible for implementing the policy are aware of the human rights implications and equipped to deal with them?

Not applicable.

Public Services (Social Value) Act 2012

NHS Kernow is committed and obliged to fulfil the requirements of the Public Sector (Social Value) Act 2012. This Act requires the organisations to consider how services commissioned or procured might improve the economic, social and environmental wellbeing of an area.

Please describe how this will support and contribute to the local system, wider system and community.

The policy aims to ensure a consistent fair process for all colleagues.

Describe how the policy contributes towards eliminating discrimination, harassment and victimisation.

The policy aims to ensure a consistent fair process for all colleagues.

Describe how the policy contributes towards advancing equality of opportunity.

The policy aims to ensure a consistent fair process for all colleagues.

Describe how the policy contributes towards promoting good relations between people with protected characteristics.

The policy aims to ensure a consistent fair process for all colleagues.

If the differential impacts identified are positive, explain how this policy is legitimate positive action and will improve outcomes, services and/or the working environment for that group of people.

Not applicable.

Explain what amendments have been made to the policy or mitigating actions have been taken, and when they were made.

Not applicable.

Signed (completing officer): Tricia Phillips

Date: 12 March 2021

Signed (head of department or section): Emma Goudge

Date: 12 March 2021