

Human Resources  
Goireasan Daonna

---

# Job Evaluation & Scrutiny Guidance

# Contents

## Clàr-innse

<b>Section 1:</b>	<b>Introduction</b>	<b>2</b>
<b>Section 2:</b>	<b>Guidance</b>	<b>2</b>
	Workforce Management	2
	Establishing a Requirement to Re-evaluate a Post	3
	Verification	3
	Evaluation	4
	Scrutiny / Approval	5
	Right of Appeal	5
<b>Section 3:</b>	<b>Quick Links</b>	<b>11</b>



## Introduction

This process applies to posts covered by the Scottish Councils' Job Evaluation Scheme.

The Highland Council operates a unified pay and grading structure based on the results of the application of the 3rd Edition of the Scottish Councils' Job Evaluation Scheme as endorsed by the Scottish Joint Council for Local Government Employees.

Maintaining a fair and affordable grading structure is important to the Council in meeting its objectives. Assistant Chief Executives are responsible for ensuring that the distribution of duties and responsibilities across posts is managed to support service delivery and provide best value.


## Guidance

### Workforce Management

Requests for evaluations can be submitted for two reasons including a change exercise and where the postholder feels that a service change has led to a change to the duties they are carrying out.

Requests for evaluation should only be submitted as part of a change exercise where the redistribution of duties offers the best value to the Council. In support of ongoing service delivery, Council managers are expected to work with the post establishments and staffing budgets set. Managers should not allow post duties to change in an unmanaged way. Where it is necessary to review the duties of a section or team to meet changing service requirements duties should be allocated to posts already at the appropriate grade.

Where a postholder feels that a service change has led to a situation where the duties required of them are beyond the grade of their post, they should raise this with their manager. If the manager and Chief Officer agree with the postholder, they will apply this procedure. If they do not agree, the postholder will be advised and given a reason for the decision. If the postholder still considers that they are



undertaking duties beyond their grade, they can ask the Head of HR (or their representative) to review the Service decision in conjunction with the relevant Chief Officer, the postholder and their trade union representative (if requested).

## **Establishing a Requirement to Re-evaluate a Post**

A post's duties and responsibilities are designed to deliver a service within a certain set of circumstances. The nature of this service and the circumstances in which it is delivered will occasionally require to be reviewed as part of a managed process. Where this occurs, it may be identified that the duties assigned to a post will change to a significant degree that a re-evaluation is required.

Where a manager plans a significant service, structural or organisational change they may require seeking re-evaluation of a post or posts. In consultation with their Chief Officer and HR Business Partner, they should complete a Request for Evaluation Form (JE1) and forward to their Assistant Chief Executive. Once authorised the form should be submitted to HR.


There is no right of appeal for the postholder if the JE1 is not approved by the Chief Officer or the ACE, in consultation with HR.

## **Verification**

On receipt of the Request for Evaluation Form (JE1), HR will check the appropriate approval has been obtained from the Chief Officer and ACE. A job evaluation cannot progress without confirmation of the appropriate approval. Consideration should be given as to whether all the criteria for re-evaluation have been met as follows:

- Evidence has been provided that the request was proposed as a result of a service delivery, structural or organisational change; and
- The changes are significant and measurable in the nature of the duties rather than an increase in the volume of work; and
- Evidence has been provided that the change in the post would deliver improved service delivery to the Council; and
- Funding has been identified for any potential cost implications; and
- The change is considered to be permanent.

If the Chief Officer and ACE consider that these criteria have been met, the Line Manager will be asked to complete the Job Evaluation form (JE2) which should be



returned to HR who will arrange for a full evaluation to be undertaken by a trained job analyst. Where the criteria have not been met the Chief Officer will be notified by HR.

## Evaluation

Evidence gathered will be evaluated by a trained job analyst from HR using the most current version of the Scottish Council's Job Evaluation Scheme. The analyst will contact the manager for clarification or further information as required.

### Evaluation of a New Post

If there is a requirement to establish a new post, a Job Evaluation form (JE2) should be completed by the Service. The form should be forwarded to HR who will arrange for a Job Analyst to evaluate the post. If there is already an established grade and job description for the new post, there will be no need to go through the evaluation process.

Once the evaluation has taken place and it has been independently verified by another job analyst, following agreement from the manager of the post, the grade will be presented to the Scrutiny Panel for approval (see Section 7).

Please see the full Job Evaluation Flow Charts for [new](#) and [existing](#) posts.

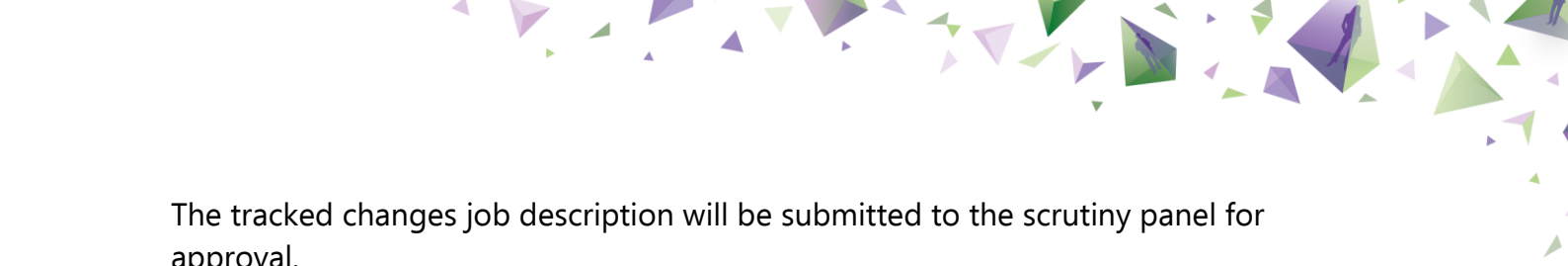
### Job Matching

There is the provision within the scheme to allow for new posts that are an exact match to existing posts, for the grade to be confirmed under the matching process.

When considering a post to be matched, differences should be minimal and will relate to a function/service change or job title change.

A tracked copy of the new job description, along with a copy of the proposed comparator role job description, should be sent to HR highlighting specific changes to determine if a match is appropriate. In this situation, there is no requirement to complete a job evaluation questionnaire (JE2).

The matching request will be allocated to a HR Analyst to review the matching proposal and it will only be submitted to scrutiny for approval where the Analyst confirms the posts to be a match.



The tracked changes job description will be submitted to the scrutiny panel for approval.

## Scrutiny Panel Approval

The Scrutiny Panel will include the HR Manager, Head of Corporate Governance (or a nominated representative) and at least one JE trained trade union representatives. All job evaluation outcomes will be subject to scrutiny of this monitoring group. The aim of this scrutiny is to ensure that the procedure has been properly applied.

The scrutiny panel meet on a regular basis to review job evaluations. Submission deadlines are in place to ensure sufficient time is allowed for evaluation, verification and panel preparations. A timetable of scrutiny panel meetings and deadlines is available on the HR Microsite.

## Backdated Pay

Generally, jobs change on a gradual basis and evaluations should only be proposed where there is a substantial and permanent change to a job role. The outcome of job evaluation and any increase of grade may not automatically attract back pay.

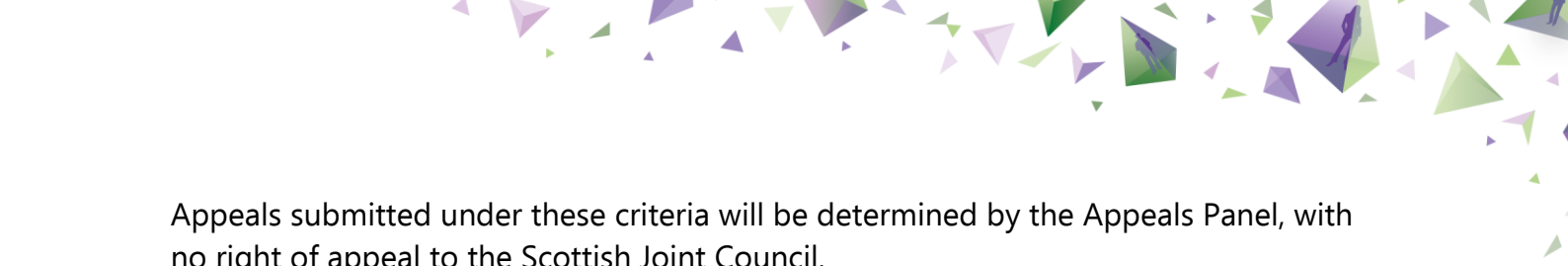
The effective date of any increase in the job grade will be considered for approval by the scrutiny panel. The JE1 form must include the confirmed date of change which must be evidence based and supported by the Chief Officer and ACE. The maximum length of time the backdating of a job grade will be considered for is 24 months from the date of the scrutiny panel decision, unless there is a justifiable and evidence based reason why it should be longer.

## Right of Appeal

Postholders may appeal the results of a job evaluation. However, they must demonstrate objective reasons relating to the procedure or the process.

### **Acceptable reasons for appeals are as follows:**

- factual inaccuracy in the evaluation process
- failure to apply the agreed local Job Evaluation procedure
- misapplication of the factor definitions, levels and guidance of the Scottish Joint Council Job Evaluation Scheme.



Appeals submitted under these criteria will be determined by the Appeals Panel, with no right of appeal to the Scottish Joint Council.

**Unacceptable reasons for appeal are as follows:**

- The submission presents only the postholder's opinion with no supporting evidence; or presents no information other than the factor level scores that the appellant considers their job should have been assessed at.
- The postholder claims their job has changed since evaluation or re-evaluation and this is supported by the line manager. In this case, the post should be referred back for re-evaluation.
- The postholders's submission relates to their individual abilities and performance, or to the comparative lack of ability of colleagues, and this is supported by the line manager.
- The appellant refers to the factor level scores assessed for their job and compares these to factor level scores assessed for another job.

## **Job Evaluation Appeal Panel**

The Appeal Panel will include the following members or a suitable nominated representative:

- Head of Corporate Governance
- The Head of HR
- A Trade Union representative from the Scrutiny Panel

In normal circumstances, the Trade Union representative on the Appeals Panel will not be from the Trade Union representing the postholder. In circumstances of multiple trade union appellant(s), the Head of HR will decide the most appropriate Trade Union Representative to attend the appeal hearing.

A Job Analyst will act as a Technical Adviser to the Job Evaluation Appeals Panel.

Appeal Panel members will not represent postholders in the Job Evaluation Appeals process.

An individual should not form part of the Appeals Panel in any of the following circumstances:



- where they have not completed the appropriate training
- where that person has been involved in the original evaluation of a post which is the subject of an appeal
- where that person is a postholder within a Service and the post which is the subject of appeal is contained within the establishment of the same Service
- where that person has a conflict of interest.

## Role of the Appeal Panel

All written appeal submissions will be considered by the Panel, without the presence of the postholder or their line manager, to:

- determine whether there are admissible grounds for the appeal
- identify any appeals requiring investigation or further information
- identify any other issues out with the remit of the Panel, for referral back to Human Resources.

The postholder will be informed of the outcome of this process, and, if appropriate, notified of the date set for a hearing.


Where the Panel consider there to be no admissible grounds of appeal, the appeal will be rejected and the postholder will be advised of the outcome and that they have no further opportunity to make representations to the Job Evaluation Appeals Panel. The line manager will also be notified of this outcome.

Where there are admissible grounds of appeal, the postholder(s) and line manager will be notified of the date and venue set for the hearing.

## The Appeal Process (group and individual appeals)

1. The postholder(s) should complete the [Job Evaluation Appeal Form](#) and arrange to discuss it with their Line Manager.
2. The Line Manager will provide comments on the factual accuracy of the information submitted by the postholder, or other relevant contextual information, on the completed appeal form. Any supporting documentation submitted by the postholder should be attached to the completed appeal form at this stage. No further information may be submitted after the appeal submission.
3. The postholder will forward the completed appeal form and supporting documents to the Job Evaluation Team ([HR@highland.gov.uk](mailto:HR@highland.gov.uk)) within 10 days



- 
- of the date of receiving the outcome from the scrutiny panel. The deadline date for the appeal should be specified within the written scrutiny outcome.
4. The content of the appeal will be considered by the appeals panel to determine if the appeal is valid and the outcome will be confirmed to the appellant in writing within 5 working days of the appeal being submitted.
  5. If the appeal is confirmed to be valid, the hearing will take place within 4 weeks of the appeal being submitted.
  6. The appellant will be invited to the appeal hearing with a minimum of 5 days notice. The appellant will be notified of the right to be represented by a trade union representative or another representative of their choice.
  7. The outcome of the appeal hearing should be notified to the appellant in writing within 4 weeks of the hearing.

## Preparing for the Appeal Hearing

In preparation for the Job Evaluation Appeal, postholders will have access to:

- the definitions and guidance of the most current Scottish Joint Council Job Evaluation Scheme
- the agreed local Job Evaluation Appeal Procedure
- job evaluation score sheet, and/or other documentation which was used in the evaluation process.

Postholders have the right to be represented at the appeal hearing and it is the postholders responsibility to organise their attendance.


The Appeals Panel will be provided with any relevant background documents by the HR Team prior to the appeal hearing.

## Appeal Hearing Procedure

The following procedure will be followed during the appeal hearing.

The panel Chair will:

- introduce all present at the hearing
- ensure those attending understand the procedure that is to be followed during the hearing
- close the hearing and ensure that the postholder(s) understand how and when they will be notified of the outcome
- refer any matters arising out with the remit of the Panel to HR Team.



As the panel will already have copies of submitted paperwork, restatement of the grounds of appeal in full is not required during the hearing.

The postholder, or their representative, will present their case and they will be questioned by members of the Panel. It is the responsibility of the Chair to allow sufficient time to ensure a fair hearing.

Where the Trade Union or other representative is unable to attend the Hearing, the Chair may, at their discretion, decide to adjourn the date of the Hearing to enable that person to be present at the rescheduled Hearing. Alternatively, and with the consent of the postholder, the Chair may accept a written statement signed by the representative.

The Line Manager will be asked to comment on the factual accuracy of the postholder's presentation; and will also be asked to confirm the accuracy of the information provided by in response to the Panel's questions. The postholder, or their representative, will then be provided with an opportunity to briefly summarise the key points of their case – no new evidence may be brought forward at this time.

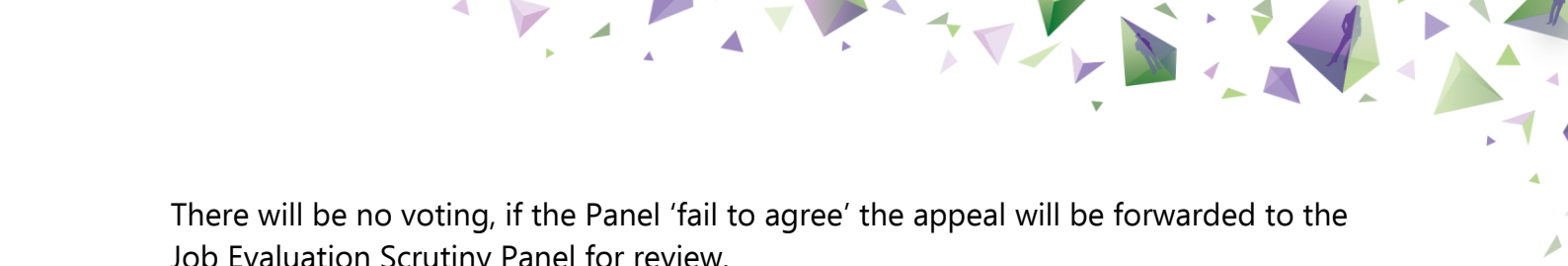
At the conclusion of the hearing, the Appeal Panel will adjourn to undertake a review to ensure that all relevant information has been gathered. If necessary, the hearing may be reconvened. Where the Panel consider there may be an impact on the assessment of the job under other factors of the Scottish Joint Councils Job Evaluation Scheme, the Panel will identify those factors for the HR Team; and specify the evidence to be taken into consideration.

Where there is a disagreement between the postholder and the Line Manager in relation to a matter of accuracy, the facts may need to be verified with the appropriate Senior Manager before the Panel complete their deliberations.

Having considered the written submissions and heard the evidence of the postholder and the Line Manager, the Panel will deliberate as to whether the appeal was:

- supported by corroborated evidence and is upheld, or
- not upheld.

The Appeal Panels will operate on the basis of discussion and consensus agreement and may seek additional information to assist them in reaching a decision. If necessary, the Panel will re-convene (without the attendance of the appellant) to deliberate further once further clarifying information has been provided.



There will be no voting, if the Panel 'fail to agree' the appeal will be forwarded to the Job Evaluation Scrutiny Panel for review.

## **Notification of Results**

The outcome of the appeal will be referred back to the Scrutiny Panel in writing setting out the outcome, any grounds of concern and/or recommendations.

Notification of the Appeals Panel outcome will be issued to the postholder(s) when the appeal has been completed and approved by the Scrutiny Panel.

## Quick Links

The Hyperlinks listed here will redirect you to the related guidance, letters, information, and relevant organisations mentioned in this policy.

<b>HR Microsite</b>	<a href="#">Click Here</a>
<b>Job Evaluation Page</b>	<a href="#">Click Here</a>
<b>Job Evaluation (New Post) Flow Chart</b>	<a href="#">Click Here</a>
<b>Job Evaluation (Existing Post) Flow Chart</b>	<a href="#">Click Here</a>
<b>Job Evaluation Appeal Form</b>	<a href="#">Click Here</a>
<b>Scottish Joint Council Job Evaluation Scheme</b>	<a href="#">Click Here</a>



myjobscotland