

HUMAN RESOURCES STRATEGIC FORUM**DISCUSSION - JOB EVALUATION****What is Job Evaluation?**

The Advisory Conciliation and Arbitration Service (ACAS) defines Job Evaluation as “a method of determining on a systematic basis, the relative importance of a number of different jobs”.

Why do we need it?

Under the 1997 National Joint Committee (NJC) Single Status Agreement, Councils were required to harmonise pay and conditions for comparable posts; a requirement that affected 1.5 million public sector employees.

The aim of this was to bring about single status, ending workplace divisions which had resulted in some employees receiving better pay and enhancements i.e. annual leave and sick pay, than others performing jobs of equal value.

What scheme is used by NHDC?

NHDC adopted the Hay Group method of Job Evaluation and a full pay review was carried out. A group of staff were trained in the evaluation method in 2003 and then evaluated every role within the organisation, completing the task in 2004 and achieving Single Status. Since then regular equal pay audits have been carried out to check that equality in pay continues to be monitored and achieved. Staff were consulted with throughout the process and were issued with new contracts of employment.

The Hay method of evaluation was established in 1943 and is used by both public and private sector organisations in over 90 countries.

How does it work?

It focuses on the organisation’s internal structure and ranks roles in relation to their relative importance within the organisation.

The process assesses the level of ‘know how’, ‘problem solving’ and ‘accountability’ required to carry out the role taking into account persuasion / influencing skills, and therefore evaluates the role not the individual performing it.

Every role is evaluated by four Hay trained Panellists who are NHDC employees. The panel comprises, one Human Resources, one Trade Union/ Staff Representative

and two other trained officers who review, discuss and agree the grading for each role. This involves reviewing the Job Description and Person Specification and discussions with the line manager.

Hay is a very robust JE tool, despite this it appears it's difficult for both staff and managers to concentrate on the value of the job and rather than the person doing it and as such appeals are common against any down grading outcome.

Which schemes are used by other Local Authorities?

Local Authority	Job Evaluation Scheme
Broxbourne B.C.	Northgate Arinso (Variant of GLPC*)
St Albans D.C.	NJC** all jobs including Heads of Service. Looking into a bespoke scheme for officers above that level
Dacorum B.C.	Guage (Computerised variant of NJC)
Stevenage B.C	Introducing NJC. For JNC use Inbucon
Welwyn Hatfield (WH) B.C	Hay for Senior posts Guage for remainder of roles
Three Rivers D.C	GLEA***, excepting Chief Officers (Chief Executive and Directors pay not determined by Job Evaluation)
Watford B.C.	NJC excepting Chief Officers (Most Heads of Service, Chief Executive and Directors pay not determined by Job Evaluation)
Herts County Council	Hay Method

What are the main differences between the schemes?

GPLC, NJC and GLEA are all schemes that were designed by Local Government with Union involvement to comply with requirement for single status. However the majority of LAs polled do not use this system to evaluate senior posts.

The Hay method works across the board and the principle is that an organisation evaluates all posts from the top down creating consistency, having only one method reduces the potential perception that senior officers are benefiting because the posts are evaluated differently. Union/staff representative input is extremely important for the equity too; hence the requirement for representation on each panel.

What are the benefits of the Hay Job Evaluation Scheme for NHDC?

It has provided a transparent grading and remuneration system for all roles within the council and ensures that we maintain equal pay.

- It is not a 'management' driven process. Every role is evaluated by Hay trained Panellists who are NHDC employees.
- Panellists are trained from a range of grades to ensure it is not a management driven process.
- The benefit of the Hay system is that more than 1 method is not required, which in turn saves on additional administration and training costs.

* Greater London Provincial Council ** National Joint Council ***Greater London Employers Association