

NHS job evaluation reviews: what to do if you think your pay band is wrong

This factsheet is for RCN members and the representatives that support them, and provides information and advice on how to request a review of a job evaluation outcome (pay banding decision).

What is the NHS Job Evaluation Scheme (JES)?

AFC pay rates are underpinned by an analytical job evaluation scheme (JES) that was designed, by employers and trade unions in partnership, to reflect the complexities of health service jobs and career structures and the unique nature of the work undertaken by NHS staff. It replaced a system of clinical grading in 2004. Some organisations are still dealing with issues relating to the implementation of the scheme, whereas others are facing new challenges such as service redesign, mergers and band rationalisation. The NHS Staff Council retains ultimate responsibility for the design and maintenance of the NHS JES, with the support of a technical sub group, the Job Evaluation Group (JEG). The scheme is the same in all UK countries, although some of the procedures, especially for consistency checking and monitoring, may vary from country to country.

To go back to basics, the NHS JES is:

- jointly owned and run by employers and trade unions in partnership
- a system for comparing different jobs, applying agreed rules
- a way of establishing an internal rank order of jobs using agreed demand weighting
- an assessment of all significant job demands, but only measures them once
- a measurement of jobs and not the people doing those jobs
- free from bias
- transparent and has a review procedure.

The NHS JES remains, therefore, an essential tool for:

- deciding the banding of new posts
- re-considering the banding of existing posts that have changed significantly
- applying the correct banding to posts affected by service redesign or organisational change.

For detailed information about the NHS JES see www.nhsemployers.org/topics-networks/pay-pensions-and-reward/nhs-terms-and-conditions-service-agenda-change



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How are pay banding decisions made using the NHS JES?

As stated on the previous page, the NHS JES was designed to assess the significant demands of jobs. These are grouped into “factors” and each factor has a number of levels that denote the extent of the demand. Each level is weighted and attributed a “score”. There are 16 factors which, in combination, are used to consider all aspects of all roles. They are as follows:

1 Communication and relationship skills	9 Responsibility – staff/HR/ leadership/training
2 Knowledge, training and experience	10 Responsibility – information resources
3 Analytical and judgement skills	11 Responsibility – research and development
4 Planning and organising skills	12 Freedom to act
5 Physical skills	13 Physical effort
6 Responsibility – patient/client care	14 Mental effort
7 Responsibility – policy and service	15 Emotional effort
8 Responsibility – finance and physical	16 Working conditions

The NHS JES provides two ways of determining a job’s pay band, taking each of these factors into account: matching to national profiles or evaluating detailed job information.

Matching

At the time the JES was designed, a large number of “national profiles” were created for groups of similar jobs that are deemed to be standard and have many common features. Since implementation many of these profiles have been amended and updated, while some have been combined with other similar profiles. Part of the remit of the NHS JEG is to ensure that profiles remain current as roles and service delivery develops. In brief, job matching involves a partnership panel of trained JE practitioners comparing the job description (JD)

and person specification to a national profile. Panels also need information on the “effort factors” (13-16), which is usually presented by way of a standardised form completed by the job holder and their manager. If the panel considers that the job does “match” to the profile, the job is given the banding of that profile. There are standard rules and conventions governing matching, which are outlined in the *NHS Job Evaluation Handbook* along with full details of the matching process:

www.nhsemployers.org/publications/nhs-job-evaluation-handbook

Evaluating

This is done if there is no suitable national profile to match a job to, which should only happen for unique, specialist jobs.

JE panels receive detailed job information (including a lengthy job analysis questionnaire (JAQ)) agreed by the post holder and their manager and then consider each of the factors in turn to assess which level the job requires.

Once each factor has been scored, the total score is then compared with the scores for each banding. The band scores are as follows.

Band 1	0-160	Band 7	466-539
Band 2	161-215	Band 8a	540-584
Band 3	216-270	Band 8b	585-629
Band 4	271-325	Band 8c	630-674
Band 5	326-395	Band 8d	675-720
Band 6	396 – 465	Band 9	721-765

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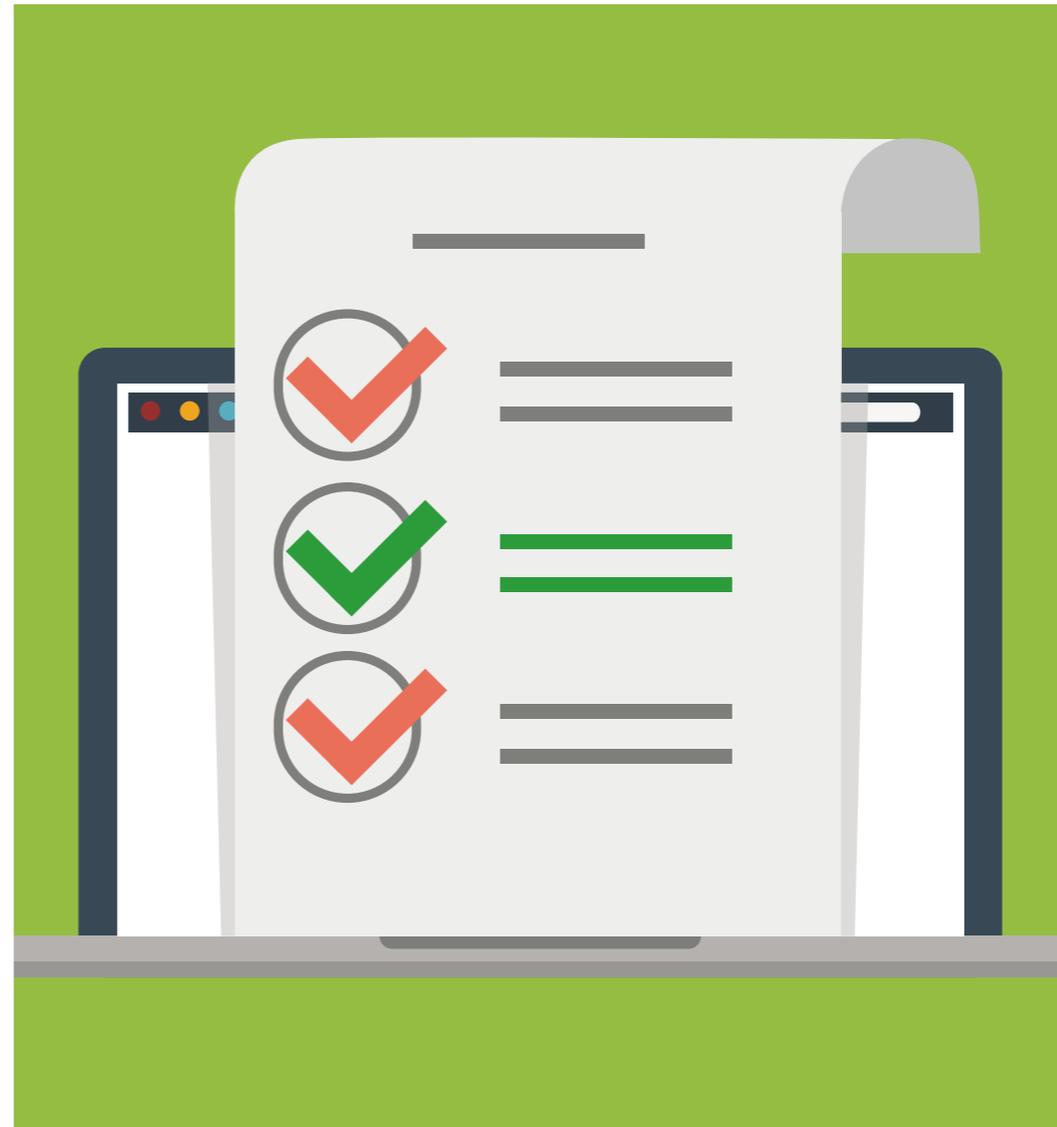
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When the scheme was designed, as part of the AFC negotiations, employers and unions in partnership decided the weighted scores for each factor and the scores for each pay band. These have not changed since the scheme was introduced.

Evaluating the job demands for each job individually would have been and is still a mammoth task. For this reason panels should try to perform a match before deciding that a full evaluation is necessary.

Full details of the evaluation process can be found in the *NHS Job Evaluation Handbook* referred to above.

All panel decisions have to go through a process of “consistency checking”. This is a required measure that looks at both the quality of the decision (has the correct process been followed, is there sufficient documentation to justify the decision, etc.) and whether it is “consistent” with other decisions throughout the organisations. This includes a vertical as well as horizontal check of outcomes to ensure equality of pay across the whole structure. Consistency checking is usually undertaken by the staff-side and management-side JE leads – but whoever undertakes it, it must be conducted in partnership, not just by a senior manager. If consistency checking brings up anomalies or problems, these are referred back to the original decision-making panel to consider. This process continues until agreement is reached, then the decision is released to the post holder and their manager.



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If you have just received a banding outcome

You have three months to request a review of the decision. You should have received a copy of the job matching/evaluation report along with the decision. Use this to identify areas where you think the panel has assessed the demands of your role incorrectly. Look at the way the factor levels are worded in the *NHS Job Evaluation Handbook* but try to avoid repeating factor language in your review request. It's much better to give tangible examples of the work you do, linked to the relevant section in your JD, rather than repeat these JES terms.

You need only present evidence of the factors you believe have been assessed incorrectly.

If you believe your job has changed significantly since it was last banded

You will need to seek agreement from your line manager to revise your JD before requesting a review. It may be helpful to make draft amendments to your JD before you raise the issue with your manager. Be able to substantiate the suggestions you are making and be prepared to negotiate the wording used to describe the enhanced job demands. If your manager refuses to discuss your concerns and seeks to deny you the opportunity to revise your JD and seek a review, you can submit a grievance under your local policy.

Once you have an agreed JD, you and your manager need to submit it to the designated JE lead, usually in the HR department, to request the review.

If your organisation does not have a form to request a review, you may wish to use the template provided as Appendix A.



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Review panels

Review panels operate in the same way as other JE panels. They should be conducted in partnership and be made up of trained JE practitioners who will compare the job information submitted to relevant profile(s) or the factor plan. The panel should attempt to match to a national profile in the first instance. If they agree that they cannot do this, they should ask the post holder to complete a JAQ that, once completed and analysed by a trained analyst, will be evaluated by a new panel.

Once they have come to a decision, it will need to go through the usual consistency checking process before it is released to you.

There is no further right of review, but if you feel that the process has been handled badly and/or not according to the *NHS Job Evaluation Handbook*/ local policy you can submit a grievance. This will not alter the outcome but, if successful, should lead to a review panel being reconstituted.



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You need to agree job information with your manager. If you feel they are being obstructive or uncooperative, seek advice from your RCN rep, as you may wish to submit a grievance under local policy.

Give examples to back up your case – and not just one-off activities that may never happen again.

You must show a higher-level skill/responsibility/effort – not just “more of the same” increased volume of work.

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Appendix A: Template to request a JE review

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This is an editable form that you can save and complete at your convenience.

Name		Job title	
Manager		Contact details for manager	

Use the grid below to describe the reasons you think your current banding is wrong, referring to the relevant section in your agreed job information (JD, person specification and/or JAQ).

Factor	Detail from panel notes (cut and paste)	What has changed? Or additional information to be considered
1		
2		
3		
4		
5		
6		

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7		
8		
9		
10		

Any additional information you wish to raise:

Attach to this form your current/amended JD and any supplementary information necessary.

We the undersigned request that a review of the JE outcome/banding of this post be undertaken in accordance with the *NHS Job Evaluation Handbook*.

Where there are significant changes to the job, we are in agreement that the changes to the role described above take effect as of this date:

Post holder _____ Date _____ Manager _____ Date _____

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