

## Job Design and Evaluation

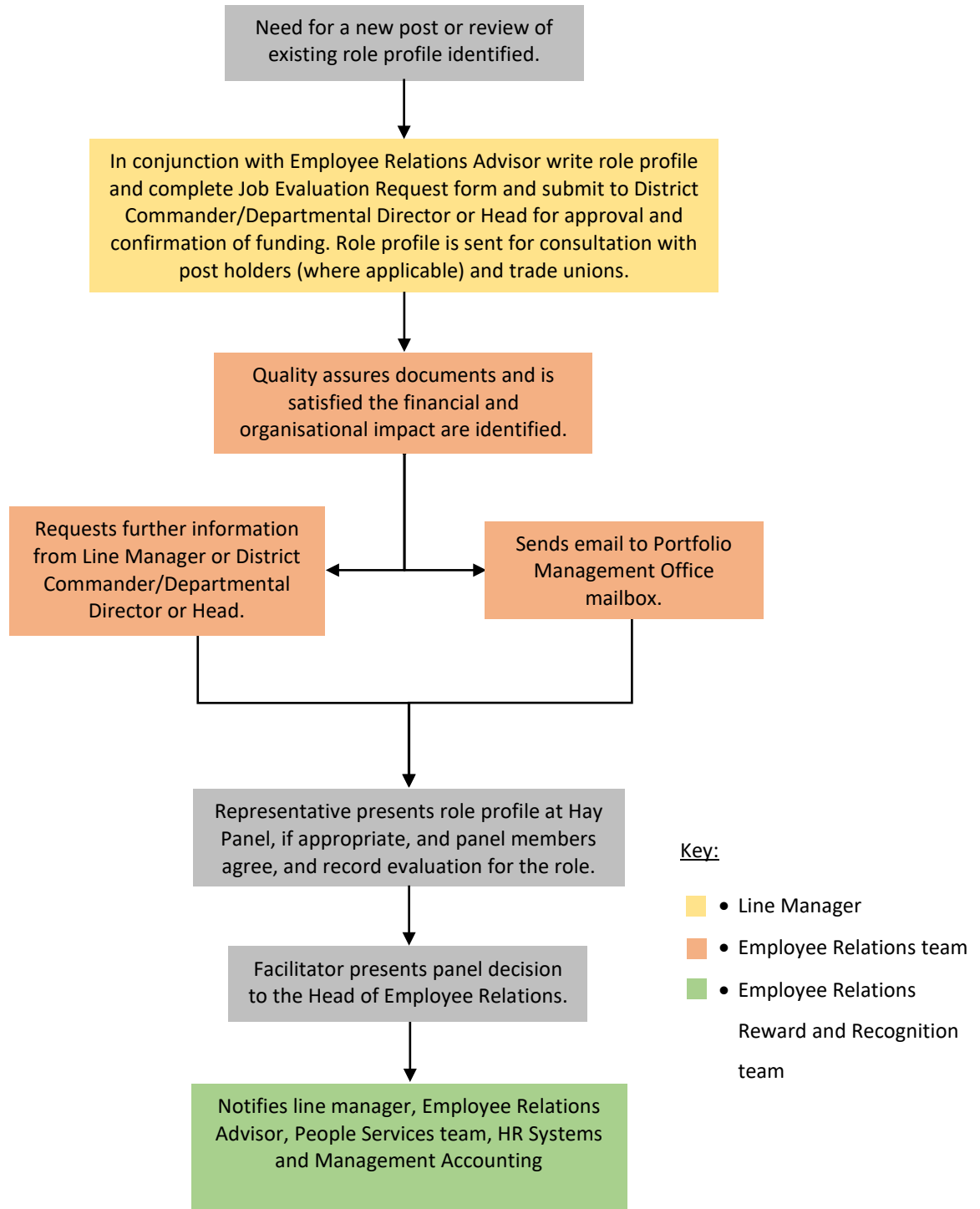
### Contents

---

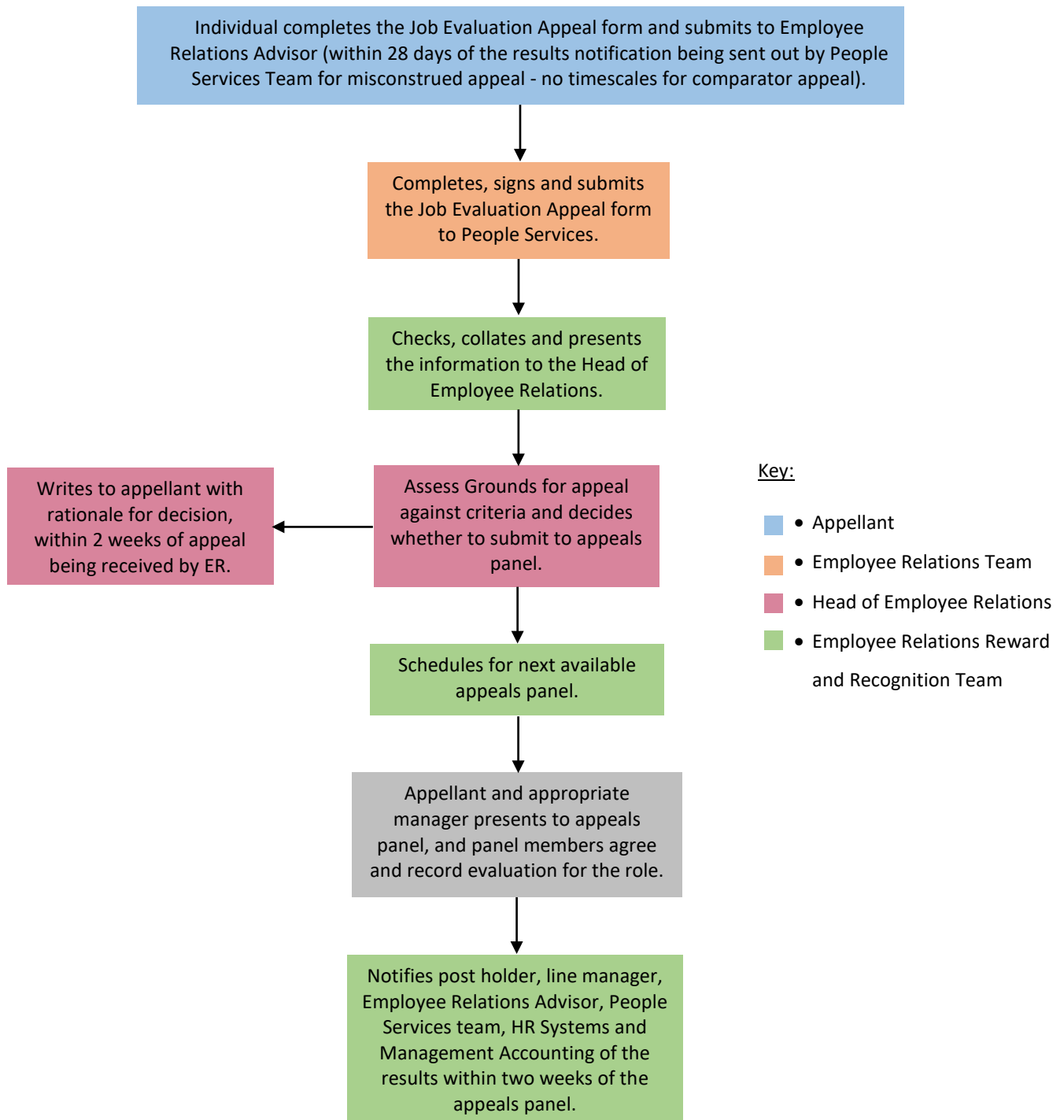
Flowchart – Submitting a Role for Job Evaluation .....	2
Flowchart – Submitting a Misconstrued or Comparator Appeal .....	3
Policy Statement .....	4
Principles .....	4
Responsibilities.....	5
Process.....	8
Change in Grade .....	8
Appeals Process.....	9
Change in Grade .....	10
Special Grade Roles .....	10
Additional Information .....	12

---

## Flowchart – Submitting a Role for Job Evaluation



## Flowchart – Submitting a Misconstrued or Comparator Appeal



## Policy Statement

---

### Summary

West Yorkshire Police (WYP) has a structured framework to enable a panel of evaluators to make an objective assessment about the relative value of roles within the West Yorkshire Police, ensuring equal pay for work of equal value.

This policy ensures that job evaluation panels will be able to achieve this aim by detailing the rules whereby new role profiles and revised role profiles for existing jobs will be evaluated.

---

### Scope

This policy applies to all police staff posts.

---

## Principles

---

### General

- WYP will recruit individuals from across the organisation, as and when required, to become trained job evaluators with the approval of their line manager. They will be required to undertake formal job evaluation training through the relevant external provider.
- Posts may only be submitted for job evaluation panel evaluation once every two years, unless there has been a significant structural or content change that has affected the role, or the role is part of an organisational change.
- A request for an existing role profile to be reviewed can be instigated by the post holder, line manager, district or departmental head, or another appropriate manager.
- Whilst a post holder may request a review of their role profile, they must have the support of their line manager and the District Commander/ Departmental Director or Head before it can be submitted to the Employee Relations Advisor to be signed off for submission to a job evaluation panel.
- Role profiles must always be up to date and accurately reflect the post.
- Role profiles must be written using the WYP role profile template, and with reference to the Supporting Information document for guidance on writing and reviewing role profiles documents.
- Any request for a role to be evaluated will be reviewed in line with Portfolio Management Office projects and priorities before being submitted to a job evaluation panel, to ensure a consistent, corporate approach.
- Where changes are made to a generic forcewide role where there may be significant cost implications, the proposed changes must be approved by the relevant COT lead prior to submission to an evaluation panel.
- Roles will only be booked into a job evaluation panel once all the relevant paperwork has been completed and received by the Employee Relations

Team.

- In the instance where a role profile is evaluated higher than there is the budget for, the Facilitator will discuss and review the responsibilities of the role with the manager.
  - There is a right of appeal if it is believed that the role has been wrongly evaluated.
- 

## Responsibilities

---

### Line managers

Line managers are responsible for:

- Writing new role profiles for new posts, using the Role Profile Writing Guide (included in the supporting information document), in conjunction with Employee Relations Advisors, and submitting these with a Job Evaluation Request form to District Commanders/Departmental Directors or Heads for approval;
  - Revising role profiles for existing posts in consultation with the post holder, before it is re-evaluated, and completing the Job Evaluation Request Form with the Employee Relations Advisors for:
    - Clarifying which elements of the role are new or have changed;
    - Outlining the anticipated implications on WYP of evaluating the role; and
    - Showing what changing the grade of the role may cost and where the funding will come from should the role increase in grade;
  - Consulting with Trade Unions on new and amended role profiles; and
  - Presenting the role profile to panel members, with an appropriate senior manager where appropriate, explaining how the role fits with others across WYP.
- 

### District Commanders/ Departmental Directors or Heads

District Commanders/Departmental Directors or Heads are responsible for:

- Considering and approving new or revised role profiles to check they meet the requirements of the district or department and WYP; and
  - Confirming where the financial funding for the new role/any potential upgrade will come from.
- 

### Employee Relations Advisor

Employee Relations Advisors are responsible for:

- Supporting line managers in compiling role profiles;
- Ensuring that the role profile content is agreed by the line manager and, if a current role, the post holder;
- Ensuring full consultation has taken place with the Trade Unions prior to submission to a panel, taking comments and feedback into account;
- Quality assuring the final documents, requesting further information from relevant managers if necessary;
- Ensuring that the financial and organisational impacts of evaluating the role have been considered and identified and, where there are significant impacts, seeking advice from a member of the People Directorate Senior

Leadership Team (SLT);

- Liaising with Portfolio Management Office to highlight any ongoing change or concerns;
- Signing off the Job Evaluation Request form and submitting it to the Reward and Recognition team; and
- Ensuring line managers are aware of the outcome of the evaluation, once the results have been sent back to Employee Relations Team.

---

**Portfolio Management Office**

The Portfolio Management Office is responsible for:

- Reviewing submissions from Employee Relations Advisors regarding roles going to Hay panel; and
- Liaising with the Employee Relations Advisors regarding change implications of any request for a role to be reviewed.

---

**Reward and Recognition team**

The Reward and Recognition team is responsible for:

- Arranging the job evaluation panels;
- Collating and scheduling the evaluation on receipt of the Job Evaluation Request form;
- Removing the Job Evaluation Request form (in order to ensure integrity and impartiality) before circulating the relevant documents to the panel members at least five working days before the panel;
- Arranging for the results to be released to the relevant Employee Relations Team and line manager; and
- Finalising the paperwork by updating the results list, role profile database and publishing the results on the Employee Relations Intranet page.

---

**Panel Facilitator**

The Job Evaluation Panel Facilitator is responsible for:

- Facilitating the job evaluation panels;
- Checking the Job Evaluation Request form. If the role profile is not correct, then returning to the relevant Employee Relations Advisor for action;
- Retaining the Job Evaluation Request form;
- Providing appropriate input to the panel discussion based on their technical expertise and experience;
- Ensuring panel members come to an agreement at the meeting when assessing each of the areas and recording the rationale with evidence to support and explain the assessment;
- Calculating the overall score for the role profile and converting it to the relevant grade, using the job evaluation points to grade chart, presenting the panel decision to the Head of Employee Relations; and
- Arranging for job evaluation results to be released to People Services Team, via the Reward and Recognition team, for action.

---

**Panel Evaluators**

Job Evaluation Panel Evaluators are responsible for:

- Undertaking formal external job evaluation training and demonstrating an

understanding of the process, attending at least one panel as an observer following training;

- Maintaining confidentiality throughout the process and ensuring that information they have access to is only used for the purpose of their role at the panel;
  - Ensuring they have a full understanding of a role profile and job definition before they start an evaluation and asking for more information where this is essential to their understanding;
  - Assessing the job as it is now, as if it would be done at fully acceptable performance without reference to the current pay or grade or post holder; and
  - Attending a minimum number of panels (approximately three) throughout the year as required by WYP, where possible.
- 

**Presenters of the Panel**

A manager selected as an appropriate District/Departmental representative to attend a job evaluation panel is responsible for:

- Providing a background to the role and department and confirming why it is being presented to panel, answering any questions where relevant;
  - Explaining whether it is a new role or an existing role, and providing details as to why the role has been created or what the key changes are;
  - Clarifying the main duties and responsibilities of the role; and
  - Demonstrating how the role fits in with others within the District/Departmental structure, and across WYP.
- 

**Head of Employee Relations**

The Head of Employee Relations (or, if unavailable, another Senior People Professional) is responsible for ratifying the job evaluation results by:

- Examining the Job Evaluation Request form and Job Evaluation Rationale to ensure the job evaluation process has been applied robustly; and
  - Assessing the financial and organisational implications of the panel decision.
- 

**Appeals Panel**

The appeals panel is responsible for:

- Considering the grounds for an appeal and reviewing the decision of the original panel;
- Re-evaluating the role profile based on the:
  - Job Evaluation Appeal form;
  - Previous evidence supplied as part of the original evaluation; and
  - Personal representations of the appellant (or group representative), an appropriate manager to verify the accuracy of the factual information and Trade Union representative, if required by the appellant;
- Requesting further investigation in order to provide the necessary clarity on the role/directly related roles; and
- Deciding if the evaluation line of the role remains the same, increases or reduces, and documenting this decision and rationale.

---

## Process

---

### Panels

- Panel members comprise of:
    - A trained facilitator;
    - A trained People Directorate representative;
    - A trained Trade Union representative; and
    - A trained independent member of WYP who is not connected to the role being assessed.
  - Panels may still take place if only three of the above are present. However, the facilitator must contact the absent panel member so that they have an opportunity to contribute their views before the results are ratified.
  - Panel members will discuss and evaluate the role profile using the job evaluation Guide Chart and evidence their assessment.
  - The facilitator will then submit the results to the Head of Employee Relations for ratification.
  - After ratification of the evaluation outcome, the Reward and Recognition team must inform the relevant People Services team, Employee Relations team and line manager of the outcome of the evaluation within two weeks of the Hay panel.
  - Results will also be published on the Employee Relations section of the People intranet page.
  - In cases where the role profile of an existing post holder has been reviewed, the line manager must inform the person in writing of the grade at which the role has been evaluated. The notification must be done as expeditiously as possible, in order to allow the post holder adequate time to appeal the result if they so wish.
  - Once the role profile has been ratified, and there are no outstanding issues, the Reward and Recognition team must ensure the role profile database is updated.
- 

## Change in Grade

---

### Increase in grade

When an evaluation results in an increase in grade:

- Then any salary increase will be with effect from the date of that job evaluation panel.
  - Senior managers may choose to place individuals on a higher spinal column point where they deem it appropriate, i.e. to reflect excellent performance.
  - A detailed rationale must be retained on the HR record to justify their decision, otherwise individuals will automatically be placed on the first spinal column point of the higher grade.
-



<b>Reduction in grade</b>	<p>When an evaluation results in a reduction in grade:</p> <ul style="list-style-type: none"> <li>• This will be dealt with in accordance with the Organisational Change policy.</li> <li>• <i>If the revised role decreases by one grade:</i> and is confirmed to be broadly similar to the original role profile using the agreed pro forma, the post holder will have the following options. They can: <ul style="list-style-type: none"> <li>○ Accept the offer of the new role at a reduced grade with pay protection and be confirmed in post; or</li> <li>○ Reject the offer for the new post and grade as viewed unreasonable, and they will be placed 'at risk'.</li> </ul> </li> <li>• <i>If the revised role decreased by two or more grades:</i> it is automatically deemed not to be a broad match. Post holders affected will be placed 'at risk' in accordance with the Organisational Change policy toolkit protocols.</li> </ul>
---------------------------	---

---

## Appeals Process

---

<b>Criteria</b>	<p>If an individual believes that their role profile has been wrongly evaluated, they can request a rationale from the Facilitator of the panel, and appeal on the grounds that they believe their:</p> <ul style="list-style-type: none"> <li>• <i>Post is directly comparable with another current post of a higher grade:</i> There are no timescales for comparator appeals, and any police staff member can submit an appropriate comparator appeal at any time, but the appeal must be signed off by their Employee Relations Advisor in conjunction with the appellant's line manager. <b>(Please note, a comparator appeal can only be submitted against another role within WYP).</b></li> <li>• <i>Role has been misconstrued:</i> Before submitting an appeal, feedback can be requested from the facilitator of the panel for clarification on the rationale, this must be done via the Employee Relations Team in conjunction with the appellant's line manager. The appeal timescales must be: <ul style="list-style-type: none"> <li>○ A Job Evaluation Appeal form submitted within 28 days from the date the results notification is sent out by the Reward and Recognition team; and</li> <li>○ Signed off by the Employee Relations Advisor.</li> </ul> </li> </ul>
-----------------	--

---

<b>Principles</b>	<ul style="list-style-type: none"> <li>• Individuals wishing to appeal a job evaluation panel decision, must complete a Job Evaluation Appeal form and forward it to their Employee Relations Advisor for completion and signature.</li> <li>• The Employee Relations Advisor must liaise with the appellant's line manager in relation to the accuracy of the factual information provided by the appellant, however it must be noted that the purpose of an appeals panel is to allow an independent review of the original evaluation and therefore management would not be able to prevent an appeal from progressing where there are accepted grounds for appeal.</li> <li>• The signed form will then be passed to the Reward and Recognition team</li> </ul>
-------------------	---

for collating and checking who will present it to the Head of Employee Relations for assessing the grounds of appeal against the criteria.

- *If the Head of Employee Relations finds that there are no reasonable grounds for appeal:* they must inform the appellant in writing, within two weeks of the appeal being received by the Employee Relations Team, stating the reasons why the criteria was not met.
  - *If the Head of Employee Relations considers the grounds for appeal are reasonable:* they will arrange for the role profile to be submitted to an appeals panel for re-evaluation.
  - Appellants will be invited to make a personal representation at the appeals panel, along with their line manager or an appropriate manager (to verify the accuracy of information) and a Trade Union representative, if required by the appellant.
  - The Reward and Recognition team must inform the post holder, line manager and relevant Employee Relations Team of the appeal decision within two weeks of the meeting (unless further investigations have been requested by the appeals panel).
  - The line manager must inform the individual in writing of the final decision. Individuals will be able to request a copy of the Job Evaluation Rationale behind the decision, via the Employee Relations Team, which must be provided within three weeks of the date requested.
  - Any decision at appeal panel is final.
- 

## Change in Grade

---

### Principles

- If the grade of a role is increased following an appeal, the salary increase will apply to post holders as follows:
    - *Misconstrued appeal:* Salary increase from the date of the original panel.
    - *Comparator appeal:* Salary increase from the date of the appeal panel.
  - If the grade of a role is reduced following an appeal with this will be dealt with the same way as a reduction in grade from the original panel.
- 

## Special Grade Roles

---

### Special Grade Panel

- All police staff roles within WYP will be evaluated through the same job evaluation process, including senior positions. However, roles which are placed within the special grade banding through the job evaluation methodology (i.e. at the top level of the points to grade banding) will be required to subsequently be submitted for consideration at a Special Grade Panel for finalisation of the Executive Officer (EO) grade.
- The Special Grade Panel will comprise of the Deputy Chief Constable (Chair), ACO Business Operations, People Director, GMB and Unison representatives. The Employee Relations Specialist (Reward and Recognition), or another Senior Employee Relations Advisor, will also

attend to provide relevant job evaluation information.

- Following the Hay panel, a Special Grade Consideration Submission form must be completed by the District/Department, with signed approval from the SLT and COT lead, and submitted to the Employee Relations Reward and Recognition team for processing and submission to a Special Grade panel.
  - The submission must be presented at the Special Grade Panel by the District Commander/Departmental Director or Head and will be supported by relevant job evaluation information from the Employee Relations Reward and Recognition team.
  - The panel may request further information/clarification from the District/Department or the Employee Relations Reward and Recognition team if required, in order to ensure a fair and consistent decision is made in relation to the EO grade.
  - Following the panel's decision, the grade will be applied with effect from the date of the Hay panel.
  - The Employee Relations Reward and Recognition team are responsible for ensuring the District Commander/Departmental Director or Head is notified of the outcome of the panel, along with notifications to the People Services team for actioning the outcome, and Employee Relations and Management Accounting for informational purposes.
  - The decision of the Special Grade Panel is final.
-

## Additional Information

---

### Compliance

This policy complies with the following legislation:

- Data Protection Act 2018
-