

Local evaluation (chapter twelve)

1. When to evaluate?

1.1	Most NHS jobs will match to a national profile (Chapter 11) so will not need to be evaluated locally. Job that may require evaluating are:
	a. Jobs for which there is no national profile because they are unique or significantly different wherever they occur. This is most likely to apply to senior managerial or administrative posts and jobs in specialist areas such as IT or public relations.
	b. Jobs where an attempt has been made to match them to one or more national profiles, but this has not proved possible. This is most likely to apply to unusual and/or very specialist healthcare and non-healthcare roles.
1.2	Local evaluation is much more time-consuming than matching so it is important to be certain that a local evaluation is necessary before embarking on this route. For those jobs which do need to be evaluated locally the nationally agreed steps are set out below. Detailed procedures on how to implement these steps are to be agreed locally in partnership.

2. Step by step procedure

2.1	Step 1: Job Analysis Questionnaire completion - the jobholder completes the JAQ as far as possible (in either paper-based or computerised form), seeking assistance from their line manager, supervisor or colleagues. This draft document is supplied in advance of interview to the job analysts.
	The outcome of this step is a draft JAQ.

	representing staff side. The aim of the interview is to check, complete, improve on and verify the draft JAQ by, for example:
	<ul style="list-style-type: none"> ● <p>Checking that the JAQ instructions have been correctly followed.</p>
	<ul style="list-style-type: none"> ● <p>Filling in information and examples where required questions have not been answered or have been inadequately answered.</p>
	<ul style="list-style-type: none"> ● <p>Checking closed question answers against the examples given and the statement of job duties.</p>

The outcome of this step is an analysed and amended draft JAQ.

2.3	<p>Step 3: Signing off - the amended draft JAQ is checked by the line manager or supervisor and then signed off by the jobholder, line manager or supervisor and both job analysts. If there are any differences of view between the jobholder and line manager over the information on the JAQ, this should be resolved, with the assistance of the job analysts and, if necessary, by reference to factual records, diaries or equivalent. Any more fundamental disagreements e.g. over the job duties or responsibilities, should be very rare and should be dealt with under existing local procedures including, if necessary, the grievance procedure.</p>
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The outcome of this stage is an agreed and signed-off JAQ.

2.4	<p>Step 4: Evaluation of JAQ - the agreed and signed-off JAQ is considered by a joint evaluation panel (typically three to five members) and either an evaluation template or computerised evaluation form* completed. The panel must consider all of the job information to determine factor levels as described in Chapter 5. This will involve:</p>

	<ul style="list-style-type: none"> Validating the closed question answers against the examples and statement of job duties. This should normally be a straightforward, virtually automatic process.
	<ul style="list-style-type: none"> Analysing and evaluating the closed and open-ended information on those factors where 'automatic' evaluation is not possible.
	<ul style="list-style-type: none"> Only where necessary, seeking further information from the job analysts and/or jobholder, where the information is inadequate. At the extreme, this could involve sending a badly completed and/or analysed JAQ back to the jobholder and job analysts to repeat steps two and three above. More commonly, it might involve asking the jobholder or line manager for a specific piece of information to resolve a query at the border between question categories or factor levels.
	<ul style="list-style-type: none"> Checking the provisional evaluation for consistency on both a factor by factor and total score basis, against both national profiles and other local evaluations.
2.5	For panels using a computerised evaluation form*, the validated factor analyses/evaluations are input factor by factor into the computerised system for evaluation, scoring and weighting. Any 'alert' messages on potentially inconsistent factor assessments thrown up by the computer system need to be checked by the panel.
2.6	The evaluation panel must complete the required paperwork or forms thoroughly, bearing in mind that the evaluation report will be made available to the jobholder in case of a query.
2.7	The outcome of this stage is a factor by factor evaluation of the job,

	together with a total weighted score and an explanatory rationale.
2.8	Step 5: Local evaluations must be subject to consistency checking (as outlined in Chapter 14) before any outcome is released to the job holder or their line manager. Should the Consistency checking panel find any apparent anomalies or have any concerns about the evaluation, these should be referred back to the original panel for reconsideration. Only once the outcome has been agreed by the Consistency checking panel can it be released.
	The Job holder can be given the full evaluation report including an explanatory rationale.
2.9	Step 6: If the jobholder is dissatisfied about the outcome of the local evaluation, they may request a review (see Chapter 13).

3. Job Analysis Questionnaires – further guidance

3.1	Where the job is unique within the employing organisation, then the single jobholder must complete the JAQ. Where a number of jobholders carry out the same job being locally evaluated, then there are a number of options for completion:
	a. Jobholders can select one of their number to complete the JAQ and be interviewed by job analysts. The resulting JAQ is circulated to other jobholders for comment both before the interview and, if there are changes as a result of the job analysis interview, before being signed off.
	b. Jobholders can work together to complete the JAQ and then select one of their number to represent them at interview with the job analysts. This option works best where jobholders work together in an office or other work location. It is effective but it can be time consuming.

	produce a single JAQ and select a representative for interview.
3.2	Jobholders know more about the demands of their jobs than anyone else. The role of the jobholder in a local evaluation is as a source of comprehensive and accurate information about the demands of their job.
3.3	The emphasis is on the job, not the employee, so it is appropriate, and indeed recommended, that the selected jobholder consults others who have knowledge of the job when completing the questionnaire, for example:
	<ul style="list-style-type: none"> • Supervisor and/or line manager -this should be done during the course of completion, as well as after the analysis, so that any differences of view can be resolved as early as possible.
	<ul style="list-style-type: none"> • Colleagues who do the same or a very similar job.
	<ul style="list-style-type: none"> • Colleagues who do a different job but work closely with the jobholder.
	<ul style="list-style-type: none"> • Staff representative(s) for the jobholder's area of work.
3.4	It may be helpful to also refer to any job documentation, especially if it is agreed as up to date and accurate, for example:
	<ul style="list-style-type: none"> • Job description - jobholder's or that of a colleague doing the same job, if prepared more recently.
	<ul style="list-style-type: none"> •

	Job specification, usually prepared for recruitment purposes.
	<ul style="list-style-type: none"> ● Organisation chart.
	<ul style="list-style-type: none"> ● Induction materials if they include any description of the work.
	<ul style="list-style-type: none"> ● Departmental reports if they include any description of the jobs.
3.5	For evaluation purposes, the job to be described consists of:
	<ul style="list-style-type: none"> ● Those duties actually carried out by individual jobholder(s). The last year is generally a good guide on what should be taken into account as part of the job. The job is not an amalgam of what the jobholder might be required to do in other circumstances, nor of what the jobholder's colleagues do. The jobholder is treated for evaluation purposes as being typical of the group of jobholders they represent.
	<ul style="list-style-type: none"> ● Those duties acknowledged by the jobholder and their line manager, either explicitly (through you having been asked to undertake the duties) or implicitly (through not being told not to undertake particular duties), to be part of the job. These may be more, or less, than the duties listed on a formal job description.
3.6	The role of the job analysts in the evaluation process is:
	<ul style="list-style-type: none"> ●

	To ensure that the JAQ is produced to agreed standards, equality requirements and time scale.
	<ul style="list-style-type: none"> ● <p>To ensure all parties are satisfied with the job analysis process.</p>
	<ul style="list-style-type: none"> ● <p>To check and test the information provided by the jobholder to ensure accuracy and clarity.</p>
	<ul style="list-style-type: none"> ● <p>To check that the JAQ instructions have been followed correctly.</p>

If the JAQ is inaccurate or incomplete, the evaluation will be too.

3.7	The purpose of the job analysis interview is to:
	<ul style="list-style-type: none"> ● <p>Ensure that full and accurate information is available for the evaluation panel.</p>
	<ul style="list-style-type: none"> ● <p>Provide an opportunity for the jobholder to explain their job and be asked face to face questions.</p>
	<ul style="list-style-type: none"> ● <p>Increase understanding between those involved i.e.. jobholder, line manager, staff representative, job analysts and evaluators.</p>
	<ul style="list-style-type: none"> ●

	Allow information to be clarified and checked.
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