

## **Item: 3**

**Human Resources Sub-committee: 30 August 2022.**

**Job Review, Evaluation and Appeal – Policy and Procedure.**

**Report by Corporate Director for Strategy, Performance and Business Solutions.**

### **1. Purpose of Report**

To consider a revised Job Review, Evaluation and Appeal Policy and Procedure.

### **2. Recommendations**

The Council is invited to note:

#### **2.1.**

That, as a signatory to the Scottish Joint Council (SJC) Terms and Conditions of Service for Local Government employees, the Council is obliged to ensure equality of treatment of staff on pay and grading via the SJC job evaluation scheme.

#### **2.2.**

That, since its inception over 20 years ago, the job evaluation scheme has been reviewed regularly by the national steering group with new versions being issued to councils for use.

#### **2.3.**

That the Council has been using the second edition of the job evaluation scheme via an electronic system for a considerable number of years and is now amongst the last in Scotland to be making the transition to the revised and updated third edition of the job evaluation scheme.

#### **2.4.**

That excellent progress is being made in respect of implementation of the third edition of the job evaluation scheme and the Council remains well on track to implement the third edition by March 2023.

#### **2.5.**

That, as part of the process of implementing the third edition of the job evaluation scheme, a review of the informal Job Evaluation and Appeals Procedure, adopted in 2011 and revised in 2014, has been undertaken.

## **2.6.**

That the revised Job Review, Evaluation and Appeal Policy and Procedure, attached as Appendix 1 to this report, has been developed in consultation with the recognised Trade Unions.

**It is recommended:**

## **2.7.**

That the revised Job Review, Evaluation and Appeal Policy and Procedure, attached as Appendix 1 to this report, be approved.

# **3. Background**

## **3.1.**

As a signatory to the Scottish Joint Council (SJC) Terms and Conditions of Service for Local Government employees, the Council is obliged to ensure equality of treatment of staff on pay and grading via the SJC job evaluation scheme.

## **3.2.**

The process of job evaluation is a regular operational matter for the Council and all jobs must be evaluated via the scheme to ensure integrity of the Council's pay model and equality of treatment of staff.

## **3.3.**

Since its inception over 20 years ago, the scheme has been reviewed regularly by the national steering group with new versions being issued to councils for use. Different methods of delivery have been developed including moving away from a paper based system to an online job evaluation programme.

## **3.4.**

The Council has been using the second edition via the electronic system for a considerable number of years and is now amongst the last in Scotland to be making the transition to the revised and updated third edition of the job evaluation scheme.

## **3.5.**

An implementation plan was drawn up and agreed earlier in 2022 with the Corporate Leadership Team and the SJC Trade Unions and work is now progressing well in respect of the implementation process.

## **3.6.**

Whilst this transition is an operational matter, as part of the process it is required to review the Council's Job Review, Evaluation and Appeal Policy and Procedure to ensure it is accurate, up to date and appropriately covers areas of improved good practice in terms of the Job Evaluation process. In 2011, the Council adopted an informal Job Evaluation and Appeals Procedure, which was further updated in 2014.

## **4. Revised Job Review, Evaluation and Appeal Policy and Procedure**

### **4.1.**

A requirement of implementation of the third edition of the job evaluation scheme is to ensure that the Council has an agreed policy and procedure in respect of job evaluation, reviews and appeals.

### **4.2.**

The draft Job Review, Evaluation and Appeal Policy and Procedure, attached as Appendix 1 to this report, has been under consultation with the SJC signatory Trade Unions since February 2022, and via the regular steering group meetings, agreement has now been reached on the content of the revised policy and procedure.

### **4.3.**

In many respects the policy and procedure remains similar to the informal procedures adopted in 2011 and revised in 2014. However, the following changes and improvements have been added:

- The introduction of consistency checking panels to review Job Evaluation outcomes against similar existing roles to ensure consistency of approach. These consistency checking panels will have Trade Union involvement to provide additional scrutiny and oversight.
- Greater emphasis on face-to-face engagement with the manager, and where relevant, the postholder, rather than relying on paper exercises when evaluating jobs.
- Inclusion of greater scope for effective recognition of experience as equivalent to some qualifications within the evaluation process.
- Greater clarity and explanation around the process which staff or managers should use to seek a re-evaluation of a job.
- Review of appeals procedure to ensure it remains fit for purpose.

## **5. Implementation of new Policy and Procedure**

### **5.1.**

As part of the transition to the third edition of the scheme and introduction of the policy and procedure, refresher training has been delivered to HR staff and Trade Union representatives on job evaluation to ensure they are appropriately prepared for their respective roles.

### **5.2.**

In addition, training on chairing Job Evaluation Appeals is planned for September 2022 to a selected group of Chief Officers so that an available pool of senior officers with up-to-date training who can conduct such appeals is available when required.

### **5.3.**

If approved, the new policy and procedure will be widely communicated to staff via an HR Information Briefing and will be freely available through the Staff Intranet and via GLOW for those who work in Schools.

### **5.4.**

Transition to the third edition requires further work through the steering group that has been meeting to look at benchmark jobs and ensuring the scheme does not have any unforeseen adverse outcomes. However, the policy and procedure itself can be implemented as soon as it is ratified through the governance process.

## **6. Human Resources Implications**

The human resource implications are contained within the body of this report.

## **7. Equalities Impact**

An Equality Impact Assessment has been undertaken and is attached as Appendix 2 to this report.

## **8. Corporate Governance**

This report relates to the Council complying with governance and its duties as an employer and therefore does not directly support and contribute to improved outcomes for communities as outlined in the Council Plan and the Local Outcomes Improvement Plan.

## **9. Financial Implications**

There are no direct financial implications as a result of the review of this policy and procedure. Job evaluation is required to ensure equality of treatment on pay for staff and to safeguard the Council against Equal Pay claims, which can be extremely costly.

## **10. Legal Aspects**

As set out in the Equality Act 2010, anyone in the same employment performing equal work must receive equal pay, unless any difference in pay can be justified. Having a clear and transparent process for job evaluation is a key part of ensuring the Council achieves this statutory requirement.

## **11. Contact Officers**

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## **11. Appendices**

Appendix 1: Job Review, Evaluation and Appeal Policy and Procedure.

Appendix 2: Equality Impact Assessment.



## **Application of SJC Job Evaluation Scheme - Job Review, Evaluation and Appeal Policy and Procedure**

**September 2022**

All our written information can be made available, on request, in a range of different formats and languages. If you would like this document in any other language or format, please contact HR Support on 01856 873535 extension 2250 or email [hrsupport@orkney.gov.uk](mailto:hrsupport@orkney.gov.uk)

## Document Control Sheet.

Review / approval history.

Date.	Name.	Position.	Version Approved.
2011.	Job Evaluation and Appeals Procedure (No formal policy)	n/a.	.
2014	Job Evaluation and Appeals Procedure (No formal policy)		
October 2022	Job Review, Evaluation and Appeal Policy and Procedure	n/a.	Version 1.0.

Change Record Table.

Date.	Author.	Version.	Status.	Reason.
Next due for review in 2027.				

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## **1. Policy Statement**

1.1. Orkney Islands Council is committed to the principles of equal pay and to ensuring that these are applied to all employees through the use of fair and transparent working practices and systems which are based on objective criteria in line with the requirements of the Equality Act 2010.

1.2. The purpose of job evaluation is to determine a relative evaluation score for all posts to ensure equal pay. This points score will then determine the relevant grade when it is transferred into the Council's grading structure and associated pay scales. Job evaluation is not a process to achieve a specific grade or salary level for a job.

## **2. Scope of the Policy**

2.1. The Job Review, Evaluation and Appeal Policy and Procedure will apply to all employees of Orkney Islands Council within scope of the national agreement of the Scottish Joint Council for Local Government Employees (SJC).

2.2. All Job Evaluation requests will be assessed using the SJC Job Evaluation Scheme currently 2<sup>nd</sup> Edition but due to move to the 3<sup>rd</sup> Edition by March 2023. Orkney Islands Council uses the associated COSLA Gauge system to support the application of the SJC Job Evaluation Scheme.

2.3. Separate Job Evaluation arrangements for Chief Officials (Corporate Directors and Heads of Service), Teachers and other employees covered by Scottish Negotiating Committee for Teachers (SNCT) Conditions of Service and Orkney College Academic Staff are in place and fully comply with relevant national agreements and Conditions of Service.

2.4. This policy and procedure will be reviewed by the Head of Human Resources and Organisational Development, or their nominated representative, in conjunction with recognised trades unions in line with the schedule for the review of all Council Human Resources Policies and Procedures, normally every five years. Should changes to employment law, best practice recommendations or schemes of Conditions of Service dictate, a review within this timescale can be carried out by agreement with the Head of Human Resources and Organisational Development.

2.5. Appendices to the policy and procedure and any subsequent guidance issued in respect of facilitating the proper use of this policy and procedure shall be revised and updated by the Head of Human Resources and Organisational Development, or their nominated representative, as appropriate. Such revisions, other than where they would constitute substantive change to practice, shall not normally require further consultation with the recognised Trades Unions or that the policy is formally submitted to Council for approval.

## **3. Job Evaluation Process**

3.1. The basis for all job evaluations is an accurate job description and person specification. It is the responsibility of the relevant manager, with advice and guidance from Human Resources, prior to submitting a job evaluation request to ensure that an up-to-date job description and person specification in the relevant Council format is available.

3.2. Managers/Employees will be asked to complete an Evaluation Submission Pro-Forma to ensure that the required information is provided to the job analysts to enable an accurate evaluation to be provided.

3.3. For a job evaluation appeal (see section 10) an Evaluation Appeals Submission Pro-Forma is required to be submitted again to ensure that the detail and substance of the appeal is explained fully.

3.4. Where an accurate job description is not considered by Human Resources to be in place and/or where a fully completed Evaluation Submission Pro-Forma is not received as required, the evaluation will not be able to be progressed.

3.5. Where a manager is considering changes/redesign of a current job and wish to know if those may have an impact of grading, before progressing formally; an informal, general view can be provided by Human Resources.

3.6. Where a post is occupied, any revisions to a job description must also be agreed with the current post holder(s) before any submission of a job evaluation request. In cases of job-redesign revised job descriptions will be produced and agreed through the Trade Unions. Where any job description applies to many post holders, any variation will be agreed with a representative sample of 2 or 3 post holders and will involve consultation with the Trade Unions.

3.7. The Council will consider job evaluation requests from Managers only where one of the following criteria is met:

- Implementation of an approved Council or Service review/restructure.
- An approved vacancy management recommendation (i.e., creation of a new post and/or redesign of an existing post).
- A substantial and material change to the duties/responsibilities of a post, which are required to be carried out and agreed by the manager, Head of Service, and Human Resources must agree that the changes are substantial and material.

3.8. The Council will consider job evaluation requests from employees where all the following criteria are met:

- At least a year has passed since implementation or subsequent re-evaluation.
- The change in job content is substantial and not just about increased volume of work.
- The change is considered to be permanent.
- The change is significant in terms of one or more of the 13 factors of the job evaluation scheme.
- Clear evidence of the change can be provided in support of the application for re-evaluation, including the impact of new duties on existing duties, i.e., what is no longer being done or done to a lesser degree/frequency.
- The line manager and Head of Service agrees that the change in job meets all of the above criteria.

3.9. Orkney Islands Council does not take account of external (any other organisation or Council) or other internal comparators (i.e., salaries/grades of posts

covered by non SJC conditions of Service) in the job evaluation process. Equally such a comparator will not be a permitted basis for a re-evaluation of a post, or submission of an appeal.

3.10. Refer to Sections 5 to 10 for further guidance on job evaluation process in the following circumstances:

- Evaluation of a new job for the Council (Section 6).
- Evaluation of an existing job, which is vacant and has substantial/material changes to its duties/responsibilities, at management request (Section 7).
- Evaluation of an existing job, which is occupied and has substantial/material changes to its duties/responsibilities, at management request (Section 8).
- Evaluation of an existing job, which is occupied and has substantial/material changes to its duties/responsibilities, at post holders request (Section 9).
- Matching in job evaluation process (Section 10).
- Formal Job Evaluation Appeal submitted by a post holder (Section 11).

3.11. Human Resources are responsible for ensuring the fair and equitable application of the job evaluation scheme and for undertaking all job evaluation.

3.12. Job Evaluation is undertaken by Human Resources on a scheduled basis, each week. Job Evaluations will be carried out in the order that evaluation requests are received (subject to the job description, person specification and evaluation Submission Pro-Forma being correctly completed).

3.13. Each job evaluation is carried out by two job analysts, trained in the use of the SJC JE Scheme and the associated COSLA Gauge 'Evaluator' software. The relevant Service Senior Human Resources Adviser will normally act as Lead Job Analyst for each evaluation and will hold responsibility for ensuring fair and equitable application of the job evaluation scheme to maintain the Council's equal pay defence.

3.14. Where new roles or vacant roles are to be evaluated, the line manager for the post will normally be requested to join the job analysts for the evaluation process, either in person or via Microsoft Teams, in order that the job analyst can ask questions directly to ensure a full understanding of the scope and responsibilities of the role during the evaluation.

3.15. For the evaluation of roles that are occupied, the line manager and current post holder (for posts that have multiple post holders ,1 or 2 representative employees) will be requested to join the evaluation.

3.16. Current post holders may be accompanied to a job evaluation by a Trades Union representative, should they wish.

3.17. Where a job evaluation for a post is sufficiently similar to an evaluation for an existing post within the Council the job analysts will match the post to that evaluation (see section 10).

3.18. Each job evaluation/re-evaluation will be subject to consistency review prior to conclusion and confirmation of the outcome to the relevant manager. The consistency review is undertaken by the Evaluation Review Group (ERG) comprised of the following:

- Senior Human Resources Adviser (Lead Job Analyst) (not involved in the evaluation) (Chair).
- Job Analysts (x2) who undertook the job evaluation.
- A Trades Union Representative (from Unison, Unite or GMB, on a rotational basis), who has undertaken Job Analyst Training in respect SJC Job Evaluation Scheme.

3.19. The purpose of the consistency checking of job evaluations by the ERG is to ensure, looking across the Council, a consistent application of the job evaluation scheme to ensure equality of approach and where appropriate provide advice to the Job Analysts to consider before concluding the job evaluation.

3.20. The ERG will normally meet fortnightly on a Thursday. It should be noted that it is not possible for a job to be both evaluated and reviewed by the ERG in the same week.

3.21. Decisions of the ERG in respect of any advice to the job analysts must be agreed by consensus. Where there is no consensus on advice from the ERG the existing evaluation stands.

3.22. Where following consideration of advice/guidance of the ERG the job analysts revise the job evaluation, the revised job evaluation will require to be resubmitted to the ERG for consistency checking.

3.23. Evaluations for review will normally be circulated via email to all ERG members by the Lead Job Analyst(s) no later than the Tuesday of the week for the meeting on a Thursday.

3.23. Following review by the ERG the lead job analyst will communicate the outcome of the evaluation to the relevant manager. This will include the issue of a job overview document and confirmation of the proposed grade.

3.24. Following confirmation of the evaluation outcome the line manager and (for occupied posts) the employee/representative employees will have the opportunity to consider the evaluation outcome.

3.25. The manager and employee will be asked to confirm their agreement with the evaluation, in which case the evaluation process is concluded. Where agreement is not reached, the manager and employee have an opportunity to provide detailed and specific feedback on where they do not consider that the evaluation accurately reflects the role as detailed in the job description. All feedback should be provided at the first request, there will not be a further opportunity to provide feedback.

3.26. Following receipt of any feedback the same job analysts will review this against the evaluation and where appropriate make any adjustments to the evaluation.

Where any changes are made to an evaluation, the evaluation will be resubmitted to the ERG for consistency review before an outcome is confirmed.

3.27. Where, following feedback, the manager/employee still does not agree the evaluation the areas in dispute will be submitted by the lead job analyst to the relevant Head of Service for their comments.

3.28. The feedback from the Head of Service will be considered the definitive management position and any relevant adjustments to the job evaluation made, submitted to the ERG and then the final evaluation and grade confirmed to the Head of Service and manager for implementation. There are no further management means of review of the job evaluation.

3.29. The date of implementation of any review of a grade (where there is an increase in grade) is normally the date on which the Change in Establishment Form (CIE) approving the revised grade is signed off by the Head of Service or Corporate Director. Where a Service wishes an alternative earlier date, this must be clearly detailed in the CIE, along with the specific justifications for the earlier date. It is not normally likely that any increase in grade would be approved to be implemented from a date prior to the date on which the re-grading request was submitted to Human Resources following Head of Service approval.

3.30. Where the current post holder still does not agree with the evaluation, they may submit a formal job evaluation appeal (see section 10). Any appeal should be submitted within 4 weeks of the grading outcome having been notified. There are no further means of review of the job evaluation.

## **4. Timescales and Notifications**

4.1. Taking account of the different stages and processes, and wider workload of job review/evaluation and Human Resources more generally it is recommended that managers consider 4 weeks as the routine timescale, from the point of time that an agreed job description and job evaluation request form is received by Human Resources, to receiving an outcome.

4.2. Time scales associated with formal job evaluation appeals are outlined in Section 11 of this policy.

4.3. It is not considered possible or practical to set specific timescales for each individual stage of the job evaluation process. It should be noted that Human Resources will not chase managers for feedback on evaluation/review outcomes. Until the evaluation process is concluded, confirmed with Human Resources and the job description signed off as such then the outcome of the process (grade) is not agreed and cannot be implemented.

4.4. The Lead Job Analyst will ensure that all relevant notification is sent via email following the ERG consideration of any evaluation. This notification will be sent to the manager and any employee involved in the evaluation process for a job, this will include a Head of Service where outstanding queries have been referred to them for comment.

4.5. Where appropriate, it is the responsibility of the manager to ensure that the outcome of any evaluation is discussed with relevant employees, whether they agree or not with the evaluation and/or their views and comments sought and fed back.

## **5. Minor updates (non-substantial/material changes) including a job description being re-formatted**

5.1. Job descriptions naturally over time evolve and change, this does not necessarily mean there is a substantial and material change to the duties and responsibilities of the post and re-evaluation of posts for minor changes/updates should not normally be necessary.

5.2. The process to be followed for minor updating is:

- Job description and person specification to be updated by manager using the current Council standard format, in conjunction with employee(s), where the post is occupied.
- The job description should clearly show what duties have been added, what duties have been removed, and where responsibilities have changed from the current one, ideally using tracked changes.
- The revised job description along with the Job Review and Job Evaluation Request or Appeal Form (Appendix 1) should be emailed to the relevant Head of Service for agreement.
- Following Head of Service agreement, the revised job description along with Job Review and Job Evaluation Request or Appeal Form (Appendix 1) should be emailed to Human Resources.
- Human Resources will undertake a review and will confirm if the revised job description can be matched to the current job evaluation or will require to be re-evaluated. Where the post requires to be re-evaluated, please refer to Sections 7 or 8.

## **6. New job for the Service**

6.1. Where a new post is to be created, the manager is advised to check with Human Resources to see if a similar role exists elsewhere in the Council first. Where the job analysts consider the new role to be sufficiently similar to an evaluation for an existing post within the Council the new post will be matched against that existing evaluation (see section 10).

6.2. The process to be followed for job evaluation of a new job is:

- Job description and person specification to be written by the manager using the current Council standard format.
- The job description along with the Job Review and Job Evaluation Request or Appeal Form (Appendix 1) and Job Evaluation Submission Pro-Forma (Appendix 2) should be emailed to the relevant Head of Service for agreement.
- Following Head of Service agreement, the new job description along with the Job Review and Job Evaluation Request or Appeal Form (Appendix 1) and Job Evaluation Submission Pro-Forma (Appendix 2) should be emailed to Human Resources.

- Evaluation of the post/assessment of matching will be carried out by Human Resources (trained job analysts), following consistency review by the ERG an evaluation outcome and grade will be advised.
- Manager has opportunity to review the job overview and provide feedback where the evaluation is not agreed.
- Where an evaluation is not agreed following feedback the areas of dispute will be referred to the Head of Service for final management comment, to enable job evaluation to be completed.
- Following agreement of the evaluation the grading for the post is finalised.

## **7.Existing vacant job with substantial and material changes (management Initiated)**

7.1. Where a post becomes vacant, it is good management practice to undertake a review of the role before looking to advertise, to ensure that the requirements of the post remain the same. Where there are substantial and material changes to the role, this will require a re-evaluation of the post prior to advertising.

7.2. The process to be followed for job evaluation of an existing job, which is vacant with substantial and material changes made by management is:

- Job description and person specification to be updated by the manager using the current Council standard format.
- The job description should clearly show what duties have been added, what duties have been removed, and where responsibilities have changed from the current ones, ideally using tracked changes.
- The revised and original job descriptions along with the Job Review and Job Evaluation Request or Appeal Form (Appendix 1) and Job Evaluation Submission Pro-Forma (Appendix 2) should be emailed to the relevant Head of Service for agreement.
- Following Head of Service agreement, the revised job description along with the Job Review and Job Evaluation Request or Appeal Form (Appendix 1) and Job Evaluation Submission Pro-Forma (Appendix 2) should be emailed to Human Resources.
- Evaluation of the post will be carried out by Human Resources, following consistency review by the ERG an evaluation outcome and grade will be advised.
- Manager has opportunity to review the job overview and provide feedback where the evaluation is not agreed.
- Where evaluation not agreed following feedback the areas of dispute will be referred to the Head of Service for final management comment, to enable job evaluation to be completed.
- Following agreement of the evaluation the grading for the post is finalised.

## **8. Existing filled job with substantial and material changes (management initiated)**

8.1. It is important that managers keep an awareness on the duties and responsibilities of a post that they manage. Managers should ensure that employees

are not asked, required, or permitted through an individual's choice/preference to undertake substantive and materially different tasks that fall outwith or are above the grade for their post.

8.2. Where it is required that the duties and responsibilities require to be changed, or where the duties have naturally evolved and have been undertaken for a significant period (normally a minimum of 12 months) the manager should ensure that either the duties cease, or where this is not possible a re-evaluation should be progressed

8.3. The process to be followed for job evaluation of an existing job, which is occupied with substantial and material changes made by management is:

- The employee should liaise with their line manager; where the criteria for submission of a regrading as detailed in section 3.7 are met, the manager will be able to submit the re-evaluation request.
- Job description and person specification to be updated by the manager in conjunction with the employee using the current Council standard format.
- The job description should clearly show what duties have been added, what duties have been removed, and where responsibilities have changed from the current one, ideally using tracked changes.
- A Job Review and Job Evaluation Request or Appeal Form (Appendix 1) and Job Evaluation Submission Pro-Forma (Appendix 2) should be completed by the manager in conjunction with the employee.
- The revised and original job descriptions along with the Job Review and Job Evaluation Request or Appeal Form (Appendix 1) and Job Evaluation Submission Pro-Forma (Appendix 2) should be emailed to the relevant Head of Service for agreement.
- Following Head of Service agreement, the revised job descriptions along with the Job Review and Job Evaluation Request or Appeal Form (Appendix 1) and Job Evaluation Submission Pro-Forma (Appendix 2) should be emailed to Human Resources.
- Evaluation of the post will be carried out by Human Resources, following consistency review by the ERG an evaluation outcome and grade will be advised.
- Manager and employee has opportunity to review the job overview and provide feedback where the evaluation is not agreed.
- Where evaluation not agreed following feedback the areas of dispute will be referred to the Head of Service for final management comment, to enable job evaluation to be completed.
- Following agreement of the evaluation the grading for the post is finalised.

## **9. Review due to substantial and material changes to duties (employee initiated)**

9.1. A job description is never going to be an exhaustive list of every duty and responsibility that a post has nor is it a document that will remain fixed over time. It is expected that over time most jobs will naturally change and evolve in small ways. This does not mean that every minor change requires to be updated into the job description or re-evaluated.



9.2. Where an employee believes that the criteria detailed in section 3.8 have been met they can submit a request for re-evaluation of their post.

9.3. The process to be followed for an employee to submit a re-valuation request (appeal) is:

- The employee should liaise with their line manager, where the criteria for submission of a regrading as detailed in section 3.8, the manager will be able to support the re-evaluation request.
- Job description and person specification to be updated by the manager in conjunction with the employee using the current Council standard format.
- The job description should clearly show what duties have been added, what duties have been removed, and where responsibilities have changed from the current one, ideally using tracked changes.
- A Job Review and Job Evaluation or Appeal Form (Appendix 1) should be completed by the employee; and be passed to the line manager for comments as to accuracy.
- A Job Evaluation Submission Pro-Forma (Appendix 2) should be completed by the employee, passed to the manager for comments as to accuracy, then and Head of Service for agreement.
- The revised and original job descriptions along with Job Review and Job Evaluation or Appeal Form (Appendix 1) and Job Evaluation Submission Pro-Forma (Appendix 2) should be emailed to the relevant Head of Service for agreement.
- Following Head of Service agreement, the revised job descriptions along with Job Evaluation, Review Form and Job Evaluation Submission Pro-Forma (Appendix 2) should be emailed to Human Resources.
- Evaluation of the post will be carried out by Human Resources (Job Analysts), following consistency review by the ERG an evaluation outcome and grade will be advised.
- Manager and employee have opportunity to review the job overview and provide feedback where the evaluation is not agreed.
- Where evaluation is not agreed the employee has a right of appeal of their evaluation.
- Following agreement of the evaluation the grading for the post is finalised.

## **10. Job Matching Process**

10.1. In any job evaluation process if the job analysts consider that a post is sufficiently similar to an existing post within the Council the job analysts will match the post to that evaluation, rather than conduct a standalone job evaluation.

10.2. In these circumstances the manager and/or post holder will be advised that the post is being matched against an existing evaluation and provided with the job overview for the matched post, to confirm whether they agree with the match or not.

10.3. Where agreement to the match is not given by either the post holder or manager, the employee and manager to provide feedback for consideration.

10.4. Where the view of job analysts and ERG is that a match is still the appropriate outcome the employee would have the right to submit an appeal in respect of the job evaluation (see section 11).

## **11. Job Evaluation Appeal**

### **Grounds of Appeal**

11.1. Only a post holder may formally appeal against the results of an evaluation of their own post.

11.2. Appeals will be admissible based on the following grounds:

- Factual inaccuracy in either the inputs or the outputs of the evaluation process.
- Failure to apply the agreed local job evaluation procedure.
- Misapplication of the factor definitions, levels, and guidance of the 3<sup>rd</sup> Edition of the Scottish Joint Council's Job Evaluation Scheme.

### **Submission and Timescales**

11.3. Appeals must be submitted within 4 weeks of the grading outcome having been notified. Appeals should be submitted to Human Resources, using the Job Evaluation, Review and Appeal Form (Appendix 1).

11.4. The deadline for submission of an appeal and all relevant documentation relating to this, for the appeal to be heard in the six-monthly appeal hearing is no later than a month before the appeals hearing date. Appeals and/or documentation received after this date will result in the appeal being scheduled for the next appeals session.

11.5. On receipt of a notification of job evaluation appeal Human Resources will provide the individual with the following:

- Job Overview Document in respect of their post.
- Factor Summary Report in respect of their post.
- Job Evaluation Appeal Submission proforma (Appendix 3).
- Confirmation of the next scheduled appeal date.
- Confirmation of the appeal submission deadline date for that appeal.

11.6. The completed Job Evaluation Appeal Submission proforma and any other documentation the individual intends to refer to during their appeal, should be submitted to their Line Manager and Head of Service for comment. These must be returned to Human Resources within a further 4 weeks and no later than the appeals submission deadline of 4 weeks prior to the appeal. Arrangements for appeal will then be progressed and confirmed in writing.

11.7. Job Evaluation appeals are scheduled to be held on a Council wide basis by Human Resources, on a quarterly basis. Appeals submitted will be heard at the next scheduled appeal date.

11.8. Normally a minimum of 14 calendar days' notice of the arrangements for the appeal will be provided.

11.9. Appeals on the grounds of comparability with other jobs (either within or outwith the Council) or appeals seeking to restore previous differentials will be inadmissible.

11.10. Applicants should note that the findings of the appeal panel may alter the job score and grade in either direction, as the review process takes all factors into account.

11.11. The individual raising the appeal may be assisted by and have the right to be accompanied to their appeal by a work colleague or local Trades Union representative /Official employed by a recognised Trades Union. In accordance with current case law the Council holds the view that there is no right to be accompanied or represented by a Solicitor or other legal representative at any stage of the job evaluation or appeals procedure.

11.12. Where the person nominated by the appellant to accompany them to the hearing is unable to attend the hearing or requests the hearing be adjourned, the Chairperson may, at their sole discretion, decide to adjourn the date of the hearing to enable that person to be present at the hearing, or may, with the consent of the appellant or their representative, accept as admissible a written statement signed by that person.

11.13. Where a hearing is to be adjourned or rescheduled, where a date cannot be fixed to progress within the next month, or at the rescheduled appeal the hearing does not progress, the appeal will then normally be deferred until the next scheduled appeal date.

11.14. Where an appeal has been rescheduled due to a lack of attendance of the employee and/or their representative to the next scheduled session of appeals (quarterly), no further rescheduling will normally be permitted and the appeal will be considered in the absence of the employee, based on the relevant submissions.

### **Appeal Panel**

11.15. Job Evaluation appeals will be heard by a panel, which consists of the following:

- Chair – Corporate Director/Chief Officer of the Orkney Health and Social Care Partnership or other Chief Officer, trained in the SJC Job Evaluation system and appeal process.
- Trades Union Representative – A local representative of one of the SJC signatory Trade Unions, trained in the SJC Job Evaluation system and appeal process.
- Lead Job Analyst (Technical Adviser) – This will normally be the Lead Job Analyst who was not previously involved in the evaluation of the post.

11.16. Appeals panels will normally be digitally recorded with agreement and in line with separate Council Guidance on Digital Recording of HR processes. Where

agreement of digital recording is not given, there will be a member of administrative support present to take notes.

11.17. Wherever possible an appeals panel will aim to have a gender mix, however where this is not possible, it will not prevent the appeal panel progressing or invalidate any outcome.

11.18. Individuals will not be eligible for membership of a specific appeal panel in the following circumstances:

- Where they have been involved in the original job evaluation of the post being appealed (other than having been a member of the ERG).
- Where the appeal relates to the substantive post of employment for that individual.
- Where the individual raising the appeal is in the same team or is line managed by the individual.
- Where the individual raising the appeal is closely related to them. Closely related is defined as spouse, partner, husband, wife (including common law), grandparent, parent, uncle, aunt, sister, brother, child, niece, nephew, grandchild (including step and in-law relationship).
- Head of Service or Corporate Director/Chief Officer (Chair) where the appeal relates to a post within their Service.
- Trades Union Representative panel member – where the individual raising the appeal is a member of their Trades Union, or they have accompanied an individual to any previous meeting in the job evaluation process as a work colleague.
- Where the individual is a friend.

### **Process of Appeal and Hearing**

11.19. The appeal panel members shall be provided with copies of all relevant documentation, normally a minimum of 14 calendar days in advance, by Human Resources. This will include:

- The Job Review and Job Evaluation or Appeal Form.
- The job description and person specification for the post.
- The job overview and factor summary report for the job evaluation of the post.
- The Job Evaluation Appeal Submission Pro-Forma.
- Other relevant job evaluation documentation relating to the post.

11.20. The Chair of the appeal hearing is responsible for ensuring the smooth and effective running of the appeal process and hearing and to ensure a consistent, fair, and defensible outcome in respect of the appeal outcome.

11.21. Practically this will include:

- Working with Human Resources (Technical Adviser) to ensure relevant circulation of relevant documentation and information to the panel to enable time to prepare.
- Arrangements made for the Panel and Technical Adviser to meet to determine whether there are admissible grounds for the appeal as detailed in section 11.2.

Where there are no admissible grounds of appeal, the appeal will be dismissed, and the employee advised in writing.

- Working with Human Resources (Technical Adviser) in advance of the appeal hearing to ensure relevant notification and arrangements are made for the appeal.
- At the start of the appeal, introduce the panel members, Technical Adviser and others present and explain their role at the appeal hearing.
- Ensure those attending understand the procedure which is to be followed during the appeal.
- Ensure that time limits are adhered to, but with an overriding requirement to ensure a fair appeal.
- Close the hearing and ensure that the appellant understands how and when they will be notified of the result.
- Refer any matters arising outwith the remit of the panel to Human Resources or relevant manager as appropriate.

11.22. The individuals normally/able to be present at an appeal hearing are:

- Appeal Panel.
- Lead Job Analyst in the role of Technical Adviser.
- Individual raising the appeal.
- Work colleague or Trade Union representative accompanying the individual.
- Manager or Head of Service of the individual raising appeal.
- A member of administrative support to support note taking and digital recording.

11.23. The format of the appeal hearing will normally be as follows:

- Welcome and Introductions, by Chair.
- Outline of process of appeal, by Chair.
- Presentation of employee appeal, by individual or their Trade Union Representative.
- Questions of the employee appeal case from Panel.
- Manager/Head of Service to have opportunity to respond to the appeal.
- Questions of the manager/Head of Service from Panel.
- Individual or their representative will be offered an opportunity to sum up their appeal, this should be brief and no new information may be introduced at this stage.
- Appeal concludes, outcome to be confirmed in writing within 21 calendar days.

11.24. The appellant, or their representative, will have a maximum of 15 minutes to present their case, after which they may be questioned by members of the Panel. Where the Chair believes that it is necessary to enable further time to ensure a fair and effective appeal, they shall be able to exercise discretion in extending the time available to the appellant to present their case.

11.25. The manager/Head of Service may also be questioned by members of the Panel and asked to confirm the accuracy of the information provided by the appellant in response to the Panel's questions.

11.26. Where there is a disagreement between the appellant and the manager/Head of Service in relation to a matter of accuracy, the facts may need to be verified with the appellant's Service before the Panel can complete their deliberations. This responsibility will form part of the remit of the Technical Adviser to the Panel from Human Resources.

11.27. Panels will operate based on discussion and consensus agreement and may seek additional information to assist them in reaching a decision.

11.28. If necessary, the Panel will re-convene (without the attendance of the appellant et al) to deliberate on cases once clarifying information has been provided by the Technical Adviser. The Panel must reach any decision through discussion and agreement of all panel members. Where there is no agreement, the initial assessment of the post will stand, and the appeal is not upheld.

### **Outcome of Appeal**

11.29. The decision of the Appeals Panel is final and there is no further right of appeal against evaluation within the Council i.e., there is no right of recourse to Council Grievance Procedure in terms of job evaluation.

11.30. Given the nature and complexity of the considerations, the outcome of an appeal will not be able to be provided on the day and will be confirmed in writing, normally with 21 calendar days of the hearing, or other timescale confirmed at the hearing.

11.31. The Appeals Panel will reach a decision as to whether:

- The appeal was well founded in fact and supported by evidence, and therefore either upheld in full or in part; or
- The appeal was not well founded and therefore not upheld.

11.32. In coming to a final decision, the panel will not be influenced by how their outcome may result in changes to grade, tiers, or rates of pay.

11.33. Where the Panel consider the case to be well founded and consequently believe there may be an impact on or conflict with other evaluation factors, the Panel will refer those additional factors identified back to Human Resources for review, taking the evidence of the appeal into consideration.

11.34. Where the Panel consider the case to be well founded in fact and supported, the supporting evidence as provided by the appellant, and corroborated by the line manager, should be referred to Job Analysts for review in the context of the whole evaluation of the full job facts.

11.35. Decisions of the job evaluation appeal panel must be reached through discussion and agreement of all panel members. Where there is no agreement, the initial assessment of the post will stand, and the appeal is not upheld.

11.36. Before results are notified to individual post holder(s) the Head of Human Resources and Organisational Development will review the outcome of all appeal results to ensure that members of the Appeals Panel have applied the Job Evaluation Scheme consistently, have given full written reasons for their decision and that there are no anomalous results.

11.37. If there is, in the reasonable opinion of the Head of Human Resources and Organisational Development, prima facie evidence of inconsistent application of the scheme or inadequate written reasons for the decision and/or anomalous results, the outcome will be referred to the Appeals Panel with a written report specifying the grounds for concern and a request that the Panel either:

- In the case of inconsistent application of the scheme, recommend a full re-evaluation of all 13 factors of the post: or
- In the case of inadequate written reasons, provide full reasons for their decision; or
- In the case of an anomalous outcome review, provide either further justification for the original outcome or amend the result and provide full written reasons for the amendments.

11.38. The Chairperson is responsible for preparing and signing the documentation in respect of the appeal panel decision, the preparation of which will be supported by the Technical Adviser to the Panel. This must include details of any advice provided to the Panel by the Technical Adviser, revisions to their factor levels, job overview and where appropriate, any resultant change in grading and associated pay. Notification of Appeal Panel decisions will be issued to jobholders as soon as possible and in any case within one calendar month.

11.39. The effective date of any increase in grading and pay because of an appeal against the initial evaluation will be the agreed date the change in duties or responsibilities which were incorporated into the job description were agreed by the manager. In the case of new employees this may result in the agreed date being the commencement of their employment into the post.

## **12. Implementation of Revised Grade following Job Evaluation Review/Appeal**

12.1. Where following the result of an appeal the grade for a post increases, the effective date for application of the revised grade will normally be the date of the appeal hearing.

12.2. Where an appeal submission misses an appeal sitting and this delay is because of actions of the Council, consideration will be given by the Chair of the Appeal Panel to requesting that any possible increase in grade is backdated to the date of the previous appeal sitting. Further backdating will not be considered.

12.3. Where following the result of re-evaluation of a post the outcome is an increase in grade, the effective date for application of the revised grade will normally be the date on which the grading outcome was advised to the manager/employee.

12.4. Where there has been an unreasonable delay in the re-evaluation process due to the actions of the Council, a Head of Service/Corporate Director can give consideration to backdating of the grade increase to no earlier than the date on which the re-evaluation request was formally submitted, in line with the agreed policy and procedure.

12.5. Where following the result of an appeal the grade for a post decreases the effective date of the change of grade will be 4 weeks following the formal notification of the outcome of the review of the evaluation following the appeal.

12.6. Any decrease in grade because of job evaluation review/appeal will entitle the post holder to a period of 12 months' pay protection for their base salary and fixed allowances. Following this they will be placed at the top point of the new grade.

12.7. In any situation that sees the grade of a post decrease through job evaluation or appeal, the Council will work to see if through job review/redesign it may be possible to mitigate the decrease in pay, although no guarantees can be given.

### **13. Appendices Index**

1. Job Review and Job Evaluation or Appeal Form.
2. Job Evaluation Submission Pro-Forma.
3. Job Evaluation Appeal Submission Pro-Forma.
4. Job Evaluation Feedback Form (Manager/Post Holder).
5. Job Evaluation Feedback Form (Head of Service/Corporate Director).





## Appendix 1

### Job Review and Job Evaluation Request or Appeal Form

#### Manager Information

Name	
Service	
Work Location	
Contact Phone Number	
Contact email	

#### Employee Information (where relevant)

Name	
Service	
Work Location	
Contact Address and Post Code	
Contact Phone Number	
Contact email	

#### Post Details

Job Title			
Post Number		Current Grade	
Job Evaluation Reference		Are you the only post holder?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Permanent or Temporary Post	Permanent <input type="checkbox"/> Temporary <input type="checkbox"/>		
If temporary for how long?			

**Please tick the relevant option and when submitting a job for review, job for evaluation/re-evaluation or an evaluation appeal please ensure that the following have been actioned and/or submitted:**

<input type="checkbox"/> <b>Existing job with minor changes made – including simple reformatting</b> (Should not require full job evaluation, but must be reviewed by HR)
A job description and persons specification to be prepared by the manager in the current Council format. showing tracked/highlighted changes.
The revised job description is to be agreed by the manager with any current post holder(s)
The current job description is also to be available and sent to Head of Service and HR.
Head of Service/Corporate Director to agree to the request for the post to be re-evaluated, the job evaluation Submission Pro-Forma contents and that changes are essential.
<b>Once agreed by Head of Service/Corporate Director all the relevant documentation can now be submitted via email to the relevant Senior Human Resources Adviser</b>

<input type="checkbox"/> <b>New job for the Council</b> (will require full job evaluation)
A job description and persons specification to be prepared by the manager in the current Council format.
A Job Evaluation Submission Pro-Forma is completed by manager.
Head of Service/Corporate Director to agree to the request for the new post to be created and to the job evaluation Submission Pro-Forma contents.
<b>Once agreed by Head of Service/Corporate Director all the relevant documentation can now be submitted via email to the relevant Senior Human Resources Adviser</b>

<input type="checkbox"/> <b>Existing <u>vacant</u> job with significant changes made by management.</b> (Will require full job evaluation)
A job description and persons specification to be prepared by the manager in the current Council format. showing tracked/highlighted changes.
The current job description is also to be available and sent to Head of Service and HR.
A Job Evaluation Submission Pro-Forma is completed by manager.
Head of Service/Corporate Director to agree to the request for the post to be re-evaluated, the job evaluation Submission Pro-Forma contents and that changes are essential.
<b>Once agreed by Head of Service/Corporate Director all the relevant documentation can now be submitted via email to the relevant Senior Human Resources Adviser</b>

**Existing occupied job with significant changes made by management.**

(Will require full job evaluation)

A job description and persons specification to be prepared by the manager in the current Council format. showing tracked/highlighted changes.

The revised job description is to be agreed by the manager with the current post holder(s)

The current job description is also to be available and sent to Head of Service and HR.

Job Evaluation Submission Pro-Forma completed by manager and agreed with post holder(s).

Head of Service/Corporate Director to agree to the request for the post to be re-evaluated, the job evaluation Submission Pro-Forma contents and that changes are essential.

**Once agreed by Head of Service/Corporate Director all the relevant documentation can now be submitted via email to the relevant Senior Human Resources Adviser**

**Employee requested review (significant change to duties/ responsibilities)**

(Will require full job evaluation)

A job description and persons specification to be prepared between the manager and current post holder(s) in the current Council format. showing tracked/highlighted changes.

The revised job description is to be agreed by the manager with the current post holder(s)

The current job description is also to be available and sent to Head of Service and HR.

The current job description is also to be available and sent to HR

Job Evaluation Submission Pro-Forma is completed by employee and agreed with manager.

Head of Service/Corporate Director to agree to the request for the post to be re-evaluated, the job evaluation Submission Pro-Forma contents and that changes are essential.

**Once agreed by Head of Service/Corporate Director all the relevant documentation can now be submitted via email to the relevant Senior Human Resources Adviser**

**Employee Job Evaluation Appeal**

A job description and persons specification to be prepared between the manager and current post holder(s) in the current Council format. showing tracked/highlighted changes.

The revised job description is to be agreed by the manager with the current post holder(s)

The current job description is also to be available and sent to Head of Service and HR.

Job Evaluation Appeal Submission Pro-Forma is completed by employee and agreed manager.

Head of Service/Corporate Director to agree to the request for the post to be re-evaluated, the job evaluation appeal Submission Pro-Forma contents and that changes are essential.

**Once agreed by Head of Service/Corporate Director all the relevant documentation can now be submitted via email to the relevant Senior Human Resources Adviser**

**Employee Comments/ Signature (employee requested review and job evaluation appeal)**

Signature: \_\_\_\_\_

**Manager Comments/Signature**

Signature: \_\_\_\_\_

**Please forward this completed form, along with new/revised and current job description (as appropriate) for this post to the relevant Head of Service/Corporate Director**

**Head of Service/Corporate Director Comments/Signature**

--

Signature: \_\_\_\_\_

**Where approved, please forward this completed form, along with new/revised and current job description (as appropriate) for this post to your Service Senior Human Resources Adviser**

**Where not approved please return this to the relevant Manager/Employee with an explanation as to why the request was not able to be supported.**

-----

**For HR Use Only**

<b>Lead Job Analyst</b>			
<b>Second Job Analyst</b>			
<b>Post Title</b>			
<b>Service</b>			
<b>Manager</b>			
<b>Job Evaluation Ref(s)</b>			
<b>Current Grade</b>		<b>Job Evaluation Score</b>	

### Process Timeline Record – Review/evaluation/Re-evaluation

Stage	Date Completed
Initial review/re-evaluation received by Senior HR Adviser	
Job Description considered read for review/re-evaluation by HR	
Initial job evaluation carried out for role	
Evaluation Review Group consideration of job evaluation	
Initial job evaluation outcome fed back to manager/employee	
Feedback on initial evaluation received from manager/employee	
Re-evaluation of role following manager/employee feedback	
Evaluation Review Group consideration following manager/employee feedback	
Review of job evaluation fed back to manager/employee	
Areas of job evaluation not agreed forwarded to Head of Service	
Feedback from Head of Service	
Re-evaluation of role following Head of Service feedback	
Evaluation Review Group consideration following Head of Service feedback	
Review of job evaluation fed back to Head of Service and manager/employee	
Job evaluation agreed	

### Process Timeline Record – Job Evaluation Appeal

Stage	Date Completed
Notification of appeal received by Human Resources	
Appeal pro-forma and relevant documentation issued to individual by HR	
Completed appeal pro-forma and documentation received from individual	
Notification of appeal date and arrangements issued	
Appeal outcome notified to Service Manager (HR Operation) for Review	
Appeal outcome notified to individual	

### Lead Job Analyst Sign Off

Signature: \_\_\_\_\_

**The completed document should be attached to the Job Evaluation in Gauge and saved in the relevant job evaluation folder on the g drive.**



## Appendix 2

### Job Evaluation Submission Pro-Forma

#### PART 1 - GENERAL INFORMATION

<b>Job Title</b>	
<b>Service</b>	
<b>Section</b>	
<b>Post Holder Name</b>	
<b>Manager Name</b>	

#### Position within the Council

Please describe here your job sits in relation to others in your team/section and to your service as a whole. If you can supply an organisation diagram to illustrate this, it would be useful. Please highlight your own position and indicate your immediate manager and any staff who directly report to you.

Please answer all of the questions that follow as they relate to your own job and is normal day -to-day routine.

## PART 2- MAIN PURPOSE OF JOB

Please describe here in general terms, the purpose of your job. Try to do this in one paragraph. It may be helpful to think how you would phrase this in an advert for the job.

**The main purpose of my job is ...**

--

Please list the main elements of your job and, if possible, try to quantify (in percentage terms to the nearest 10%) the amount of time you spend on each. You may find it useful to refer to the job description that you have, in filling in this section. It may also be helpful to outline the main areas of your job as headings first then develop these in greater detail.

The main elements of my job are...	Approx. % of Time
•	
•	
•	
•	
•	
•	
•	

**If you require more space, please use an additional page**



### **PART 3 – THE DEMANDS OF YOUR JOB**

This section is set out under the 13 factor headings of the Scottish Joint Council's Job Evaluation Scheme.

<b>FACTOR 1 – WORKING ENVIRONMENT</b>
---------------------------------------

**DEFINITION – This factor considers the predominant physical environment in which the job is carried out.**

It covers exposure to disagreeable, unpleasant, uncomfortable, or hazardous working conditions such as dust, dirt, temperature extremes and variations, humidity, noise, vibration, fumes, and smells, human or animal waste, steam, smoke, grease or oil, inclement weather; and discomfort arising from the requirement to wear protective clothing.

The factor also considers hazardous aspects of the working environment which are unavoidable and integral to the job, such as the risk of illness or injury arising from exposure to diseases, toxic substances, machinery, lone working, or work locations. Health and safety regulations and requirements are assumed to be met by both the employer and the employee.

The factor takes into account the nature and degree of unpleasantness or discomfort, the frequency and duration of exposure to particular conditions in the course of normal working, and the effect of variations or combinations of disagreeable conditions

**QUESTION – What best describes the typical working environment of the job?**

(Please choose 1 only)

Indoors     Outdoors     Travelling

<p>Please note down the nature of any unpleasant or disagreeable conditions, the amount of time exposed to these conditions in the course of normal working; and any other aspects of your job that you consider to be relevant to this factor heading:</p>
---

**If you require more space, please use an additional page**

## FACTOR 2 – PHYSICAL CO-ORDINATION

**DEFINITION - this factor considers the predominant demands for physical co-ordination required to do the job.**

It covers manual and finger dexterity, hand-eye co-ordination, and co-ordination of limbs and/or senses required in the course of normal working.

This factor takes into account the nature and degree of co-ordination required; and any need for speed or precision in undertaking the specified tasks

**QUESTION: In the course of normal working, what is physical co-ordination needed MAINLY for?** (Please choose 1 only)

- Keyboarding or other computer use       Driving   
Other Activities       Not Required

Please note down the nature of co-ordination required; and any other aspects of your job that you consider to be relevant under this factor heading

**If you require more space, please use an additional page**

### FACTOR 3 – PHYSICAL EFFORT

**DEFINITION - this factor considers the strength and stamina required to do the job.**

It covers all forms of physical effort required in the course of normal working, for example, standing, walking, lifting, carrying, pulling, pushing, working in awkward positions such as bending, crouching, stretching; for sitting, standing or working in a constrained position.

The factor takes account of the greatest demands on the jobholder in terms of the nature and degree of physical effort required; and the other main demands in terms of the frequency and duration of the physical effort required to do the job.

**QUESTION: Does the job typically require physical effort?** Please select:

- |                                   |                          |                         |                          |
|-----------------------------------|--------------------------|-------------------------|--------------------------|
| Lifting/carrying                  | <input type="checkbox"/> | Applied physical effort | <input type="checkbox"/> |
| Working in a constrained position | <input type="checkbox"/> | Pushing/pulling         | <input type="checkbox"/> |
| Working awkward postures          | <input type="checkbox"/> | Standing/walking        | <input type="checkbox"/> |

Please note down the greatest and the other main demands for physical effort required to do the job and the approximate % of time that you are required to sustain this physical effort in a normal working week – and any other aspects of your job that you consider to be relevant under this factor heading:

**If you require more space, please use an additional page**

## FACTOR 4 – MENTAL SKILLS

**DEFINITION - this factor considers the predominant thinking requirement in the job.**

It includes problem solving, options appraisal, creativity and design, innovation, imaginative and developmental skills, analytical and strategic thinking, research, planning, and the ability to conceptualise.

The factor takes into account the predominant nature and complexity of the mental tasks undertaken.

**QUESTION: Does the job involve forward planning or scheduling activities?** Please select:

No  Yes, development of plans.

Yes, forward scheduling  Yes, both scheduling and planning

Please note down the predominant nature and complexity of the mental tasks undertaken and any other aspects of your job you consider to be relevant under this factor heading:

**If you require more space, please use an additional page**

## FACTOR 5 – CONCENTRATION

**DEFINITION - this factor considers the concentration required to do the job.**

It covers the need for mental or sensory attention, awareness and alertness, and anything which may make concentration more difficult, such as repetitive work, interruptions, or the need to switch between varied tasks or activities; and other forms of work-related pressure, for example, arising from simultaneous/ conflicting work demands or deadlines.

The factor takes into account the nature and degree of the highest level of concentration required in the course of normal working; and the duration of the requirement.

**QUESTION: On a day-to-day basis, which aspect of the job creates the MOST pressure for the jobholder?** Please select:

- |                 |                          |                                      |                          |
|-----------------|--------------------------|--------------------------------------|--------------------------|
| Repetitive work | <input type="checkbox"/> | Switching from one thing to another  | <input type="checkbox"/> |
| Interruptions   | <input type="checkbox"/> | Conflicting and simultaneous demands | <input type="checkbox"/> |
| Deadlines       | <input type="checkbox"/> | None of these                        | <input type="checkbox"/> |

Please note down the nature of the highest level of concentration required in the course of normal working, the duration of the requirement – and any other aspects of your job you consider to be relevant under this factor heading:

**If you require more space, please use an additional page**

**FACTOR 6 – COMMUNICATION SKILLS**

**DEFINITION - this factor considers the most demanding requirement for spoken and written communication in the course of normal working.**

It covers oral, sign, linguistic and written communication skills such as informing, exchanging information, listening, interviewing, persuading, advising, presenting, training, facilitating, conciliating, counselling, negotiating, and advocacy.

The factor takes into account the purpose of the communication, the sensitivity, complexity or contentiousness of the subject matter, and the nature and diversity of the intended audience. This factor considers communication with others, not with the jobholder's own colleagues or team.

**QUESTION: What best describes the communications MAINLY undertaken in the course of normal working? Please select:**

Spoken       Written       Both

Please note down the purpose of communication, the sensitivity , complexity or contentiousness of the subject matter, and nature and diversity of the intended audience – and any other aspects of your job you consider to be relevant under this factor heading:

**If you require more space, please use an additional page**

**FACTOR 7 – DEALING WITH RELATIONSHIPS**

**DEFINITION - this factor considers the additional demands on the jobholder in terms of service delivery arising from the circumstances and/or behaviour of those he/she comes into contact with as an integral part of normal working.**

It covers the interpersonal skills needed to deal with and/or care for other people (excluding the jobholder's immediate work colleagues) who are upset, unwell, difficult, angry, frail, confused, have special needs, are at risk of abuse, are terminally ill, or are disadvantaged in some way. It also considers the need to cope with abuse, aggression, the threat of violence, and/or to deal with conflict.

The factor takes account of the extent of dealing with such contacts in the course of normal working; and the frequency and duration of the contact.

**QUESTION: For what PERCENTAGE of working time does the jobholder deal directly with demanding people?** Please select:

Up to 20%       More than 20% and up to 50%       More than 50%

Please note down the extent of dealing with such contacts in the course of normal working; the frequency and duration of the contact – and any other aspects of your job you consider to be relevant under this factor heading:

**If you require more space, please use an additional page**

**FACTOR 8 – RESPONSIBILITY FOR EMPLOYEES**

**DEFINITION - this factor considers the predominant responsibility of the jobholder for the supervision, co-ordination or management of employees, or equivalent others.**

It includes responsibilities for work allocation and planning, checking, evaluating and supervising the work of others; providing guidance, training and development of own team/employees, motivation and leadership; and involvement in personnel practices such as recruitment, appraisal and discipline.

The factor takes account of the nature of the responsibility, rather than the precise numbers of employees supervised, co-ordinated or managed; and the extent to which the jobholder contributes to the overall responsibility for employees.

**QUESTION: Does the jobholder have RESPONSIBILITY for the work of other employees?** Please select:

Yes, on an occasional basis     Yes on a daily basis     Yes, on a regular but not daily, basis

Please note down the nature of responsibility for employees – and any other aspects of your job you consider to be relevant under this factor heading:

**If you require more space, please use an additional page**



**FACTOR 9 – RESPONSIBILITY FOR SERVICES TO OTHERS**

**DEFINITION - this factor considers the jobholder’s predominant responsibility to others in terms of the quality and delivery of service provision.**

It covers responsibilities for the provision of physical, mental, social, economic, business and environmental services, including health and safety. This includes services to individuals or groups such as internal or external clients, service users and recipients, customers, contractors, and members of the public.

The factor takes account of the nature of the responsibility and the extent of the jobholder’s impact on individuals or group. For example, providing personal services, advice and guidance, or other forms of assistance; applying, implementing or enforcing regulations; or designing, developing, implementing and/or improving services or processes.

**QUESTION: Which of the following best describes the responsibility for services to others in the course of normal working?** Please select:

Provision of support   
services

Personal delivery of   
front-line services

Applying regulations   
or Council Policy

Please note down the nature of the responsibility; and the extent of the jobs impact on individuals or groups – and any other aspects of your job you consider to be relevant under this factor heading:

**If you require more space, please use an additional page**

**FACTOR 10 – RESPONSIBILITY FOR FINANCIAL RESOURCES**

**DEFINITION - this factor considers the jobholder’s predominant responsibility for financial resources.**

It covers responsibility for cash, vouchers, cheques, debits and credits, invoices, and responsibility for the range of budgetary activities - including project, expenditure and income budgets, income generation and the generation of savings, assessments of risk/grants, loans/investments.

It takes into account the nature of the responsibility, for example, accuracy, processing, checking, safekeeping, security, authorising, monitoring, accounting, auditing, budgeting, estimating, business and financial planning, control and long-term development of financial resources. It also takes into account the need to ensure economy, efficiency and effectiveness in the use of financial resources, and the need to ensure financial probity.

The factor takes into account the extent to which the jobholder contributes to the overall responsibility, rather than just the value of the financial resources.

**QUESTION: Does the job involve responsibility for budgets?** Please select:

No  Yes

Please note down the extent to which the job contributes to the overall responsibility, and value of the financial resources, including the specific value of your budget holding responsibility (available from Finance) – and any other aspects of your job you consider to be relevant under this factor heading:

**If you require more space, please use an additional page**

**FACTOR 11 – RESPONSIBILITY FOR PHYSICAL AND INFORMATION RESOURCES**

**DEFINITION - this factor considers the jobholder’s primary and secondary responsibilities for the Council’s physical and information resources.**

It covers tools, equipment, instruments, vehicles, plant and machinery, materials, goods, produce, stocks and supplies, paper based or electronic information used in the course of normal working. It also covers responsibility for offices, buildings, fixtures, and fittings; Council databases, information systems and records; land and construction works.

It takes into account the nature of the jobholder’s primary responsibility for resources and any secondary responsibility, for example, safekeeping, confidentiality, and security; deployment and control; maintenance and repair; requisition and purchasing; planning, organising, or design and long-term development of physical or information resources.

The factor takes into account the degree to which the jobholder contributes to the overall responsibility; and the value of the resource.

**QUESTION: What is the MAIN responsibility for physical or information resources involved in your job?** Please select:

Plant, vehicles, equipment and/or tools

Buildings, premises, external locations or equivalent

Information

Supplies and /or stocks

Please note down the resources which you have a responsibility for – and any other aspects of your job you consider to be relevant under this factor heading:

**If you require more space, please use an additional page**

**FACTOR 12 – INITIATIVE AND INDEPENDENCE**

**DEFINITION - this factor considers the jobholder’s scope to exercise initiative and the extent to which they have freedom to act.**

It takes into account the predominant nature and degree of supervision and guidance of the jobholder provided by instructions, procedures, practices, checks, policy, precedent, regulation, strategy and statute.

**QUESTION: What best describes the type of initiative you are required to exercise in the course of NORMAL working?** (Please choose 1 only)

Working to instructions  Following routine working practices  Following established procedures

Working within policy guidelines  Working within the framework of Council policy

Please note down the extent to which you exercise initiative in the course of normal working; and the type and extent of guidance available to you – and any other aspects of your job you consider to be relevant under this factor heading:

**If you require more space, please use an additional page**

## FACTOR 13 – KNOWLEDGE

**DEFINITION - this factor considers what the jobholder predominantly needs to know to do the job.**

It covers all practical, procedural, technical, specialist, policy and organisational knowledge required for the job, including knowledge of equipment and machinery, numeracy and literacy, culture and techniques, ideas, theories and concepts necessary to do the job.

It considers the minimum qualifications or experience which will typically be needed to do the job but does not take into account qualifications specified as a recruitment criterion to fill the post. These minimum qualifications and experience will therefore not necessarily be those held by any individual jobholder.

**QUESTION: What best describes the type of knowledge needed to do the job?** Please select one:

Practical  Technical  Specialist  Procedural   
 Organisational  Clerical  Administrative

**QUESTION: What best describes the minimum essential qualification level that must be held in order to do the job?** Please select one (must align with essential qualification on person specification).

SCQF Level 12 i.e. PhD or Doctoral Degree <input type="checkbox"/>	SCQF Level 11 i.e. Masters Degree post Graduate Diploma/Certificate/SVQ5 <input type="checkbox"/>
SCQF Level 10 i.e. Honours Degree, Graduate Diploma/ or Certificate <input type="checkbox"/>	SCQF Level 9 i.e. Bachelors Degree, Graduate Diploma/Certificate or Time Served Trade Apprentice <input type="checkbox"/>
SCQF Level 8 i.e. HND, Diploma of Higher Education SVQ 3 (specific SVQ's only) <input type="checkbox"/>	SCQF Level 7 i.e. HNC, SVQ3, Advanced Higher, Scottish Baccalaureate <input type="checkbox"/>
SCQF Level 6 i.e. NC, SVQ3 Highers, SVQ2 (some) and Foundation Apprenticeship. <input type="checkbox"/>	SCQF Level 5 i.e. National 5, Int 2 Standard Grade (Credit), SVQ2 <input type="checkbox"/>
SCQF Level 4 i.e. National 4, Standard Grade (General), Int 1, SVQ1 <input type="checkbox"/>	No qualification required, experience only. <input type="checkbox"/>

**Please note the Council has an agreed approach to equivalent levels of previous experience, however this still requires that the level of essential qualification is identified for the role.**

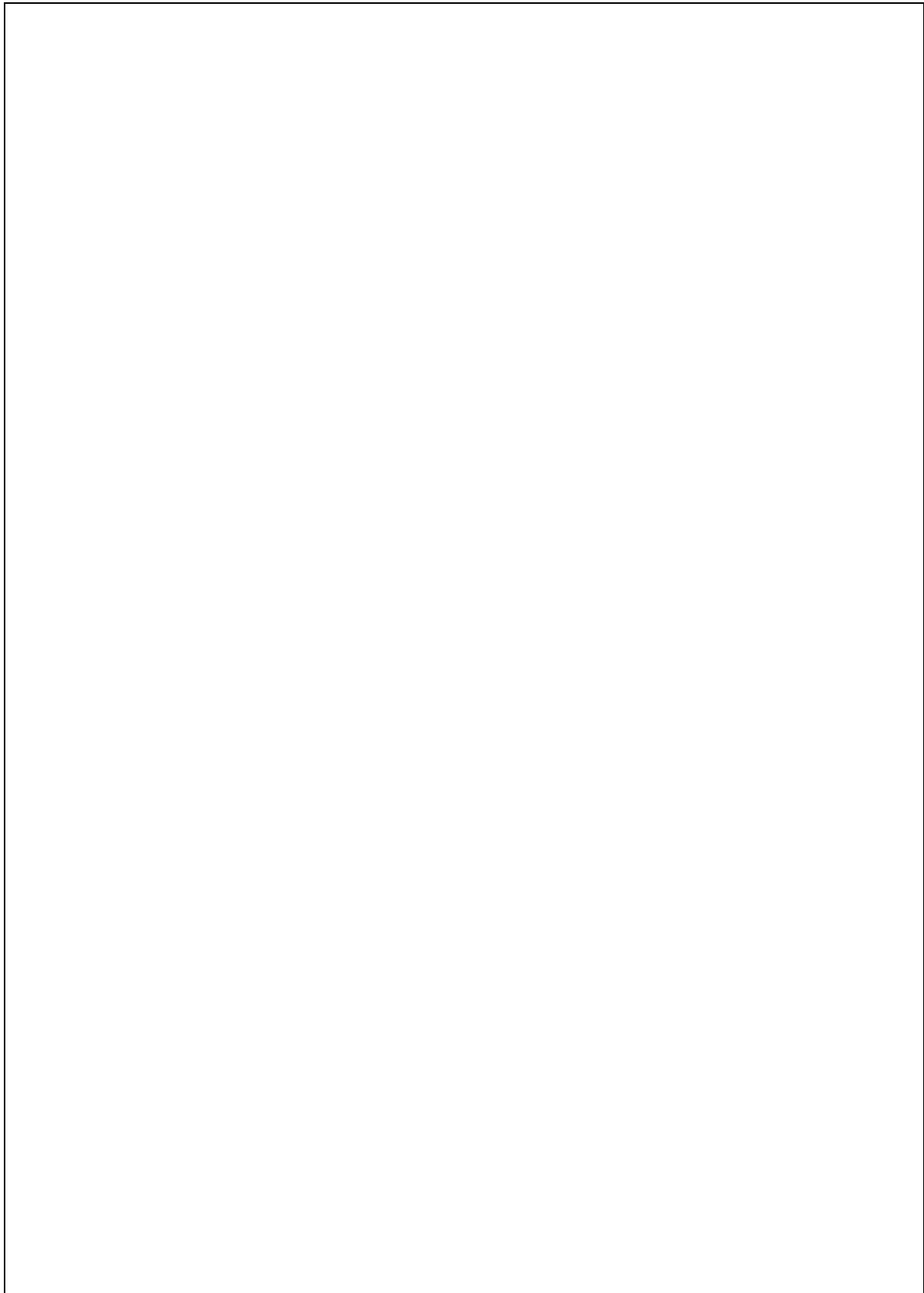
**The alternative experience will automatically be applied within the Job Description and Person Specification. If you need further guidance in this please contact Human Resources,**

Please note down the breadth, and depth and complexity of knowledge required, the depth or understanding needed – and any other aspects of your job that you consider to be relevant under this factor heading:

**If you require more space, please use an additional page**

**PART 4 – ANY OTHER RELEVANT INFORMATION**

Please use this page to provide any other information you consider to be relevant in considering the content of the job:

A large, empty rectangular box with a thin black border, occupying most of the page below the text. It is intended for the applicant to provide any other relevant information.

**PART 5 – SIGN OFF AND APPROVAL**

**a. Employee (where appropriate)**

I confirm that this information is accurate and reflect the normal, routine requirements of my role.

Signature: \_\_\_\_\_

**Please forward this along with the other relevant information to your manager**

**b. Manager**

I confirm that the information is accurate, reflects the normal routine requirements of the role, that I have discussed and agreed this with the current postholder (where appropriate).

Signature: \_\_\_\_\_

**Please forward this along with the other relevant information to your Head of Service or Corporate Director.**

**c. Head of Service/Corporate Director**

I confirm that I support this evaluation/re-evaluation request and that the information contained in this accurately describes the normal, routine requirements of the role.

Signature: \_\_\_\_\_

**Please forward this along with the other relevant information to your Service Senior Human Resources Adviser.**





## Appendix 3

### Job Evaluation Appeal Submission Pro-Forma

#### PART 1 – APPELLANT'S DETAILS

Individuals wishing to appeal against the evaluation or re-evaluation of their job, must submit this form and accompany it with the Job Review or Job Evaluation or Appeal Form. These forms should be completed by the individual and their manager and submitted to the relevant Head of Service for consideration and agreement prior to formal submission to Human Resources.

#### Employee Information

<b>Name</b>	
<b>Service</b>	
<b>Work Location</b>	
<b>Contact Address and Post Code</b>	
<b>Contact Phone Number</b>	
<b>Contact email</b>	

#### Manager Information

<b>Name</b>	
<b>Service</b>	
<b>Work Location</b>	
<b>Contact Phone Number</b>	
<b>Contact email</b>	

Individuals are advised to read the Council Job Review and Job Evaluation or Appeals Policy and Procedures before completing the appeal forms.

Individuals are also advised to familiarise themselves with the factor definitions and guidance from the Scottish Joint Council's Job Evaluation Scheme, and review the documentation used to evaluate their job before setting out the details of their case. Copies of the relevant documentation can be made available by request to Human Resources.

Individuals may also seek assistance of their Trades Union.

**PART 2 – GROUNDS OF APPEAL**

Please indicate on which of the following grounds you are basing your appeal. No other grounds of appeal are admissible.

- 1. **Factual inaccuracy in the evaluation process.**   
(Complete part 3 of this form)
- 2. **Failure to properly apply the agreed local procedure.**   
(Complete part 3 of this form)
- 3. **Misapplication of the Job Evaluation Scheme.**   
(Complete part 4 of this form)

Please use parts 3 and/or 4 as indicated above to set out the details of your appeal submission.

**PART 3 – DETAILS OF APPEAL SUBMISSION IN RESPECT OF APPEALS FOR FACTUAL INACCURACY IN THE EVALUATION PROCESS OR FAILURE TO PROPERLY APPLY THE AGREED LOCAL PROCEDURE)**

**3a. APPELLANT’S COMMENTS**

A large, empty rectangular box with a thin black border, occupying most of the page. It is intended for the user to provide additional information or a drawing if needed.

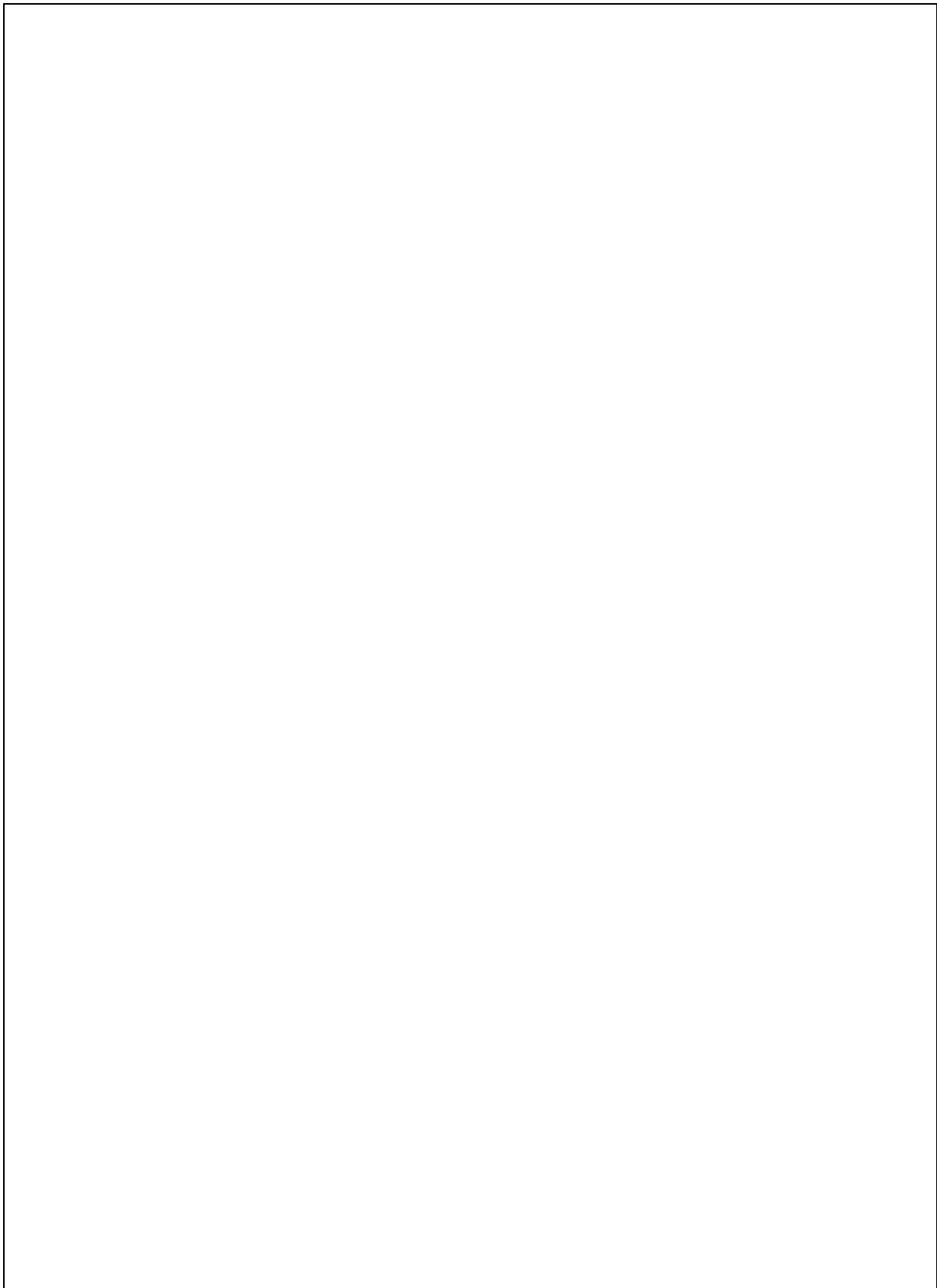
**If you require more space, please use an additional page  
Once you have completed this section please forward to your Line Manager.**

**3b. MANAGER'S COMMENTS**

A large, empty rectangular box with a thin black border, intended for the manager's comments.

**If you require more space, please use an additional page  
Once you have completed this section please forward to the Head of Service.**

**3c. HEAD OF SERVICE/CORPORATE DIRECTOR'S COMMENTS**

A large, empty rectangular box with a thin black border, intended for the Head of Service or Corporate Director to provide comments. The box occupies most of the page's vertical space.

**If you require more space, please use an additional page  
Once you have completed this section please forward to Human Resources.**

**PART 4 - DETAILS OF APPEAL SUBMISSION IN RESPECT OF APPEALS FOR MISAPPLICATION OF THE JOB EVALUATION SCHEME**

Please use the table to indicate under which factor heading(s) you are making your appeal and use the boxes below to set out the details of your appeal under each relevant factor heading.

<b>Factor Heading</b>		<b>Level assessed</b>	<b>Level Being Sought</b>
1	Working Environment		
2	Physical Co-ordination		
3	Physical Effort		
4	Mental Skills		
5	Concentration		
6	Communication Skills		
7	Dealing with Relationships		
8	Responsibility for Employees		
9	Responsibility for Services to Others		
10	Responsibility for Financial Resources		
11	Responsibility for Physical and Info Resources		
12	Initiative and independence		
13	Knowledge		

Please note that comments must be provided by both the appellant and lime manager in respect of each factor being appealed.

The Head of Service/Corporate Director may add comments should they feel it appropriate.

**FACTOR 1 – WORKING ENVIRONMENT**

**Appellant's comments:**

**Line Manager's Comments:**

**Head of Service/Corporate Director's Comments:**

**FACTOR 2 – PHYSICAL CO-ORDINATION**

**Appellant's comments:**

**Line Manager's Comments:**

**Head of Service/Corporate Director's Comments:**



**FACTOR 3 – PHYSICAL EFFORT**

**Appellant's comments:**

**Line Manager's Comments:**

**Head of Service/Corporate Director's Comments:**

**FACTOR 4 – MENTAL SKILLS**

**Appellant's comments:**

**Line Manager's Comments:**

**Head of Service/Corporate Director's Comments:**

**FACTOR 5 – CONCENTRATION**

**Appellant's comments:**

**Line Manager's Comments:**

**Head of Service/Corporate Director's Comments:**

**FACTOR 6 – COMMUNICATION SKILLS**

**Appellant's comments:**

**Line Manager's Comments:**

**Head of Service/Corporate Director's Comments:**

**FACTOR 7 – DEALING WITH RELATIONSHIPS**

**Appellant's comments:**

**Line Manager's Comments:**

**Head of Service/Corporate Director's Comments:**

**FACTOR 8 – RESPONSIBILITY FOR EMPLOYEES**

**Appellant's comments:**

**Line Manager's Comments:**

**Head of Service/Corporate Director's Comments:**

**FACTOR 9 – RESPONSIBILITY FOR SERVICES TO OTHERS**

**Appellant's comments:**

**Line Manager's Comments:**

**Head of Service/Corporate Director's Comments:**

**FACTOR 10 – RESPONSIBILITY FOR FINANCIAL RESOURCES**

**Appellant's comments:**

**Line Manager's Comments:**

**Head of Service/Corporate Director's Comments:**



**FACTOR 11 – RESPONSIBILITY FOR PHYSICAL AND INFORMATION RESOURCES**

**Appellant's comments:**

**Line Manager's Comments:**

**Head of Service/Corporate Director's Comments:**

**FACTOR 12 – INITIATIVE AND INDEPENDENCE**

**Appellant's comments:**

**Line Manager's Comments:**

**Head of Service/Corporate Director's Comments:**

**FACTOR 13 - KNOWLEDGE**

**Appellant's comments:**

**Line Manager's Comments:**

**Head of Service/Corporate Director's Comments:**

**ANY OTHER RELEVANT INFORMATION**

Please use this page to provide any other information you consider to be relevant to your appeal:

[Empty rectangular box for providing additional information]

**PART 5 – SIGN OFF AND APPROVAL**

**a. Employee (where appropriate)**

I confirm that this information is accurate and reflect the normal, routine requirements of my role.

Signature: \_\_\_\_\_

**Please forward this along with the other relevant information to your manager**

**b. Manager**

I confirm that the information is accurate, reflects the normal routine requirements of the role, that I have discussed and agreed this with the current postholder (where appropriate).

Signature: \_\_\_\_\_

**Please forward this along with the other relevant information to your Head of Service or Corporate Director.**

**c. Head of Service/Corporate Director**

I confirm that I support this evaluation/re-evaluation request and that the information contained in this accurately describes the normal, routine requirements of the role.

Signature: \_\_\_\_\_

**Please forward this along with the other relevant information to your Service Senior Human Resources Adviser.**



**Job Evaluation Agreement and Feedback Form  
(Manager/Post Holder)**

This form will be sent to the relevant manager and employee (where they were involved in the evaluation) along with the Job Overview document by the Lead Job Analysis dealing with the job evaluation for you to confirm either:

Job Evaluation is Agreed      Complete Parts 1, 2, 3 and 5 only.

Job Evaluation is Not Agreed      Complete all parts of this form.

**PART 1 – JOB EVALAUTION DETAILS**

<b>Job Title</b>	
<b>Service</b>	
<b>Job Evaluation Reference</b>	
<b>Lead Job Analyst</b>	

**PART 2 – AGREEMENT/FEEDBACK PROVIDED BY**

Please indicate in what capacity you are providing feedback and your name.

<b>Feedback From</b>	<b>Tick</b>	<b>Name</b>
Manager	<input type="checkbox"/>	
Post Holder	<input type="checkbox"/>	

**PART 3 – AGREEMENT of JOB EVALUATION**

I confirm that I am in agreement with the job evaluation for this post.

Yes  No

**PART 4 - DETAIL OF FEEDBACK**

Where you are not able to agree the evaluation, please use the boxes below to provide detailed and specific feedback under any of the factor headings that you feel is appropriate:

<b>FACTOR 1 – WORKING ENVIRONMENT</b>

<b>FACTOR 2 – PHYSICAL CO-ORDINATION</b>

**FACTOR 3 – PHYSICAL EFFORT**

--

**FACTOR 4 – MENTAL SKILLS**

--

**FACTOR 5 – CONCENTRATION**

--



**FACTOR 6 – COMMUNICATION**

**FACTOR 7 – DEALING WITH RELATIONSHIPS**

**FACTOR 8 – RESPONSIBILITY FOR EMPLOYEES**

**FACTOR 9 - RESPONSIBILITY FOR SERVICES TO OTHERS**

**FACTOR 10 - RESPONSIBILITY FOR FINANCIAL RESOURCES**

**FACTOR 11 - RESPONSIBILITY FOR PHYSICAL AND INFORMATION RESOURCES**

**FACTOR 12 – INITIATIVE AND INDEPENDENCE**

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**FACTOR 13 - KNOWLEDGE**

--

**PART 5 - SIGNATURE**

Signature: \_\_\_\_\_

**Please return this form to the Lead Job Analysis as indicated above**



## Appendix 5

### Job Evaluation Agreement and Feedback Form (Head of Service/Corporate Director)

This form will be sent to the relevant Head of Service or Corporate Director along with the other relevant information by the Lead Job Analysis dealing with the evaluation where agreement of the evaluation has been unable to be reached with the manager and/or post holder.

#### PART 1 – JOB EVALAUTION DETAILS

<b>Job Title</b>	
<b>Service</b>	
<b>Job Evaluation Reference</b>	
<b>Lead Job Analyst</b>	
<b>Employee (s)</b>	
<b>Manager</b>	

#### PART 2 – CURRENT POSITION OF EVALUATION AGREEMENT

<b>Factor Heading</b>	<b>Agreed</b>
1. Working Environment	<input type="checkbox"/> Yes <input type="checkbox"/> No
2. Physical Co-ordination	<input type="checkbox"/> Yes <input type="checkbox"/> No
3. Physical Effort	<input type="checkbox"/> Yes <input type="checkbox"/> No
4. Mental Skills	<input type="checkbox"/> Yes <input type="checkbox"/> No
5. Concentration	<input type="checkbox"/> Yes <input type="checkbox"/> No
6. Communication Skills	<input type="checkbox"/> Yes <input type="checkbox"/> No
7. Dealing with Relationships	<input type="checkbox"/> Yes <input type="checkbox"/> No
8. Responsibility for Employees	<input type="checkbox"/> Yes <input type="checkbox"/> No
9. Responsibility for Services to Others	<input type="checkbox"/> Yes <input type="checkbox"/> No
10. Responsibility for Financial Resources	<input type="checkbox"/> Yes <input type="checkbox"/> No
11. Responsibility for Physical & Information Resources	<input type="checkbox"/> Yes <input type="checkbox"/> No
12. Initiative and Independence	<input type="checkbox"/> Yes <input type="checkbox"/> No
13. Knowledge	<input type="checkbox"/> Yes <input type="checkbox"/> No

**PART 3 – FEEDBACK**

For any factor not agreed please use the boxes below to provide comments:

<b>FACTOR 1 – WORKING ENVIRONMENT</b>

<b>FACTOR 2 – PHYSICAL CO-ORDINATION</b>

**FACTOR 3 – PHYSICAL EFFORT**

--

**FACTOR 4 – MENTAL SKILLS**

--

**FACTOR 5 – CONCENTRATION**

--

**FACTOR 6 – COMMUNICATION**

**FACTOR 7 – DEALING WITH RELATIONSHIPS**

**FACTOR 8 – RESPONSIBILITY FOR EMPLOYEES**

**FACTOR 9 - RESPONSIBILITY FOR SERVICES TO OTHERS**

--

**FACTOR 10 - RESPONSIBILITY FOR FINANCIAL RESOURCES**

--

**FACTOR 11 - RESPONSIBILITY FOR PHYSICAL AND INFORMATION RESOURCES**

--



**FACTOR 12 – INITIATIVE AND INDEPENDENCE**

--

**FACTOR 13 - KNOWLEDGE**

--

**PART 5 - SIGNATURE**

Signature: \_\_\_\_\_

**Please return this form to the Lead Job Analysis as indicated above**



# Equality Impact Assessment

The purpose of an Equality Impact Assessment (EqIA) is to improve the work of Orkney Islands Council by making sure it promotes equality and does not discriminate. This assessment records the likely impact of any changes to a function, policy or plan by anticipating the consequences, and making sure that any negative impacts are eliminated or minimised and positive impacts are maximised.

<b>1. Identification of Function, Policy or Plan</b>	
Name of function / policy / plan to be assessed.	Job Review, Evaluation and Appeal Policy and Procedure.
Service / service area responsible.	HR and OD.
Name of person carrying out the assessment and contact details.	Craig Walker, Senior HR Adviser. <a href="mailto:craig.walker@orkney.gov.uk">craig.walker@orkney.gov.uk</a>
Date of assessment.	16 August 2022.
Is the function / policy / plan new or existing? (Please indicate also if the service is to be deleted, reduced or changed significantly).	Revised and updated, no substantive change or impact on policy and no impact on service provision.

<b>2. Initial Screening</b>	
What are the intended outcomes of the function / policy / plan?	Ensure compliance with the national job evaluation scheme and to ensure a consistent and equitable approach to job evaluation and salary determination to maintain an equal pay defence for the Council.
Is the function / policy / plan strategically important?	Contributes formally to the Council's terms and conditions of employment.
State who is, or may be affected by this function / policy / plan, and how.	The Policy applies only to employees of the Council with the Scottish Joint Council (SJC) Conditions of Service. It confirms Council approach to job evaluation and sets out a clear

	and consistent procedure for review, evaluation and appeals.
How have stakeholders been involved in the development of this function / policy / plan?	The policy and procedure has been prepared in line with the National COSLA Job Evaluation Guidance. The Policy and procedure has been agreed with the Council's recognised Trade unions.
Is there any existing data and / or research relating to equalities issues in this policy area? Please summarise. E.g. consultations, national surveys, performance data, complaints, service user feedback, academic / consultants' reports, benchmarking (see equalities resources on OIC information portal).	The Equality and Human Rights Commission advises that job evaluation is one of the most important tools for reviewing and assessing an organisation's whole pay system and ensuring compliance under the Equality Act 2010. Having a consistent, gender-neutral method for assessing and comparing the value of different jobs is vital to achieving equal pay. It is one of the most important tools to help ensure that an organisation is acting lawfully.
Is there any existing evidence relating to socio-economic disadvantage and inequalities of outcome in this policy area? Please summarise. E.g. For people living in poverty or for people of low income. See <a href="#">The Fairer Scotland Duty Interim Guidance for Public Bodies</a> for further information.	(Please complete this section for proposals relating to strategic decisions).
Could the function / policy have a differential impact on any of the following equality areas?	(Please provide any evidence – positive impacts / benefits, negative impacts and reasons).
1. Race: this includes ethnic or national groups, colour and nationality.	The policy deals with evaluation of posts, rather than specifically issues relating to people. The policy is designed to provide a fair, consistent and equitable outcome. There is no anticipated likely inequity in this respect.
2. Sex: a man or a woman.	The job evaluation process was implemented nationally in 1996 on the back of equal pay claims and an approach at that time which did have inherent pay inequality for generally female dominated posts in comparison to male dominated jobs of equal value. The pay model for the Council and grading structure in use has been subject of an equalities impact assessment

	previously to ensure that there is no inherent discriminatory impact on the basis of sex.
3. Sexual Orientation: whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.	The policy deals with evaluation of posts, rather than specifically issues relating to people. The policy is designed to provide a fair, consistent and equitable outcome. There is no anticipated likely inequity in this respect.
4. Gender Reassignment: the process of transitioning from one gender to another.	The policy deals with evaluation of posts, rather than specifically issues relating to people. The policy is designed to provide a fair, consistent and equitable outcome. There is no anticipated likely inequity in this respect.
5. Pregnancy and maternity.	The policy deals with evaluation of posts, rather than specifically issues relating to people. The policy is designed to provide a fair, consistent and equitable outcome. There is no anticipated likely inequity in this respect.
6. Age: people of different ages.	The policy deals with evaluation of posts, rather than specifically issues relating to people. The policy is designed to provide a fair, consistent and equitable outcome. There is no anticipated likely inequity in this respect.
7. Religion or beliefs or none (atheists).	The policy deals with evaluation of posts, rather than specifically issues relating to people. The policy is designed to provide a fair, consistent and equitable outcome. There is no anticipated likely inequity in this respect.
8. Caring responsibilities.	The policy deals with evaluation of posts, rather than specifically issues relating to people. The policy is designed to provide a fair, consistent and equitable outcome. There is no anticipated likely inequity in this respect.
9. Care experienced.	The policy deals with evaluation of posts, rather than specifically issues relating to people. The policy is designed to provide a fair, consistent and equitable outcome. There is no anticipated likely inequity in this respect.
10. Marriage and Civil Partnerships.	The policy deals with evaluation of posts, rather than specifically issues relating to people. The policy is designed to provide a fair, consistent and equitable outcome. There is no anticipated likely inequity in this respect.
11. Disability: people with disabilities (whether registered or not).	The policy deals with evaluation of posts, rather than specifically issues relating to people. The policy is designed to provide a fair, consistent and equitable outcome. There is no anticipated likely inequity in this respect.

12. Socio-economic disadvantage.	The job evaluation process is distinct to the agreed reward strategy i.e. levels of salary set by the Council. The Council pays a minimum of the Scottish Local Government Living Wage so all employees are paid above the national minimum and living wage. Distant Islands Allowance is paid in addition to this, so helps with the higher costs of living and working in a remote island community.
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<b>3. Impact Assessment</b>	
Does the analysis above identify any differential impacts which need to be addressed?	No.
How could you minimise or remove any potential negative impacts?	N/A
Do you have enough information to make a judgement? If no, what information do you require?	N/A

<b>4. Conclusions and Planned Action</b>	
Is further work required?	No.
What action is to be taken?	Non required
Who will undertake it?	N/A
When will it be done?	N/A
How will it be monitored? (e.g. through service plans).	Rates of pay are reviewed on an ongoing basis to respond to any market fluctuations or challenges in recruitment that the Council may experience.

Signature: CRAIG WALKER

Date: 16/08/2022

Name: [REDACTED]

(BLOCK CAPITALS).

Please sign and date this form, keep one copy and send a copy to HR and Performance. A Word version should also be emailed to HR and Performance at [hrsupport@orkney.gov.uk](mailto:hrsupport@orkney.gov.uk)