

Agenda for Change Job Evaluation Policy

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Version:	1		
Ratified by:	Staff Partnership Forum		
Ratification Date:	November 2021	Review Date:	November 2023
Consultation	HR Policy Group	Applicable to:	All staff All sites
Equality, Diversity And Human Right Statement	The Trust is committed to an environment that promotes equality and embraces diversity in its performance both as a service provider and employer. It will adhere to legal and performance requirements and will mainstream Equality, Diversity and Human Rights principles through its policies, procedures, service development and engagement processes. This procedure should be implemented with due regard to this commitment.		
To be read in conjunction with / Associated Documents:	Agenda for Change Job Evaluation Handbook (2018) Agenda for Change Terms and Conditions	Information Classification Label	<input type="checkbox"/> Unclassified
Access to Information	To access this document in another language or format please contact the policy author.		

Document Change History (changes from previous issues of policy (if appropriate):

Version number	Page	Changes made with rationale and impact on practice	Date

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1. Purpose

The Trust is committed to creating an environment where employees are valued, supported and benefit from good employment practices that ensure fair and equitable treatment throughout. The Trust acknowledges the need to ensure that a fair job evaluation process exists so that employees carrying out their duties are paid fairly and equitably for their work without discrimination.

This policy provides a framework for the application of the national job matching and evaluation process, both for new posts and for existing posts, in accordance with those NHS terms and conditions of service and the nationally agreed national Job Evaluation handbook.

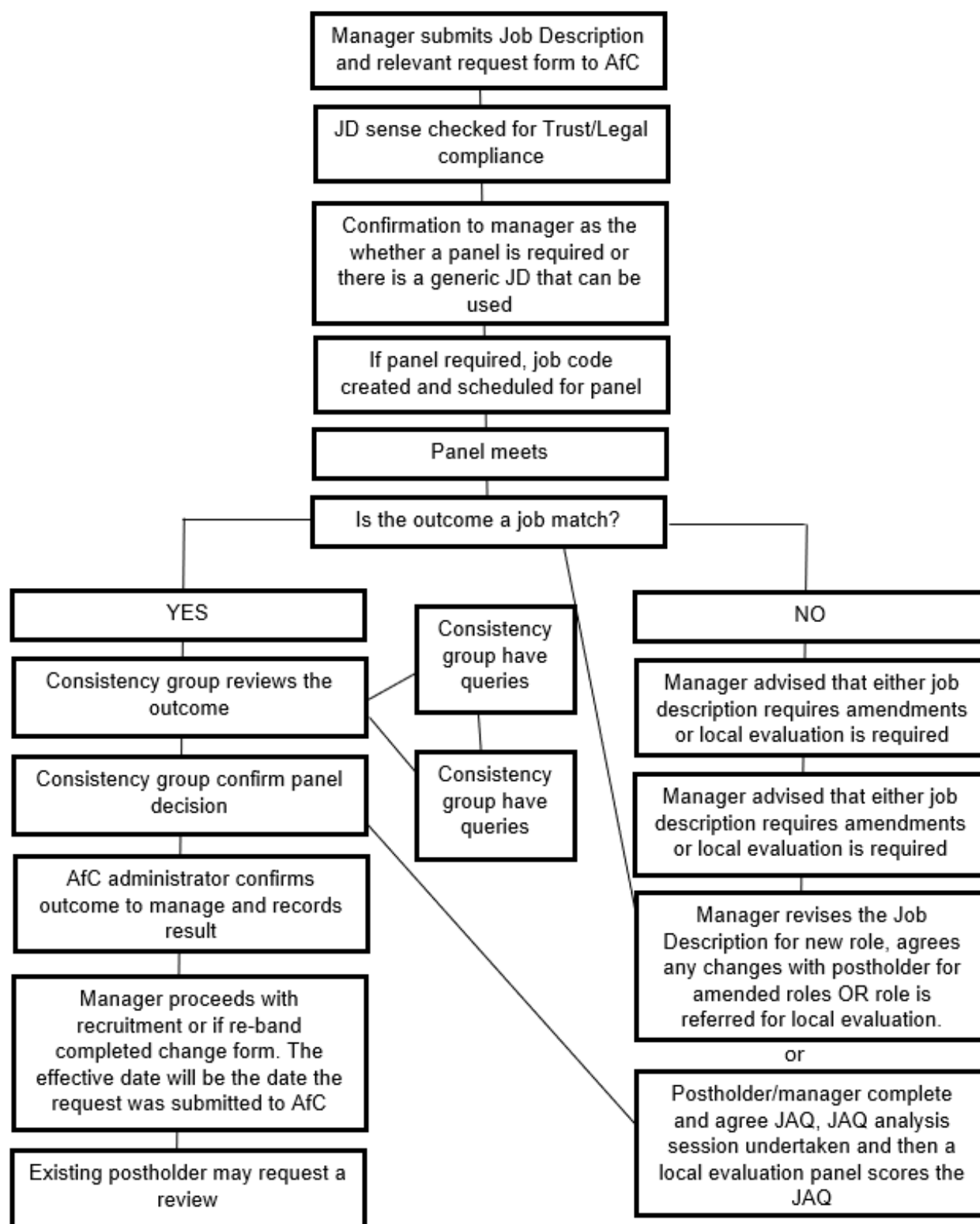
This policy is in addition to the national Agenda for Change guidance; it will not replace any process already outlined in the JE handbook but will define local agreements which are variable or silent in the JE handbook.

This policy been developed and agreed in partnership with the Trust's Staff Side and intends to facilitate efficient job evaluation practices which the Trust recognises will indirectly support the delivery of high-quality healthcare. Specifically, this policy aims;

- i. to ensure that job matching and evaluation processes are fair, transparent and applied consistently;
- ii. to uphold the Trust's commitment to ensuring equal pay for work of equal value;
- iii. to ensure consistency with the Hartley ruling and thereby be able to defend the position of a robust equal pay scheme.

AfC is a partnership process, and all stages of the process should be managed and conducted by staff side and management together.

2. Flowchart for Job Matching, Local Evaluation and Consistency



3. Process

Agenda for change job evaluation supports staff so that they receive equal pay for equal work. There are a number of circumstances where it may be necessary for a role to be evaluated, either where a new post is created or where there is a significant change to an existing role. In some cases, job evaluation will be required to support recruitment or organisational change processes and there may be one or multiple individuals affected by changes to roles. It is important that the procedure outlined is adhered to in all circumstances.

The Workforce department will maintain a database of evaluated job descriptions. Use of a job description not currently active will be updated and reviewed by the JEG.

In some cases, consideration may be given to using a job description from another NHS organisation. If job descriptions are used that have not been generated from within the organisation, it is essential that there is a job match report also available from the organisation. Consideration must be given to the AfC process in that organisation, evidence of partnership working and adherence to the JE handbook.

3.1 Evaluating a Job Description

Job matching and evaluation can only be undertaken when all documents listed below are fully complete:

- the agreed Job Description, Person specification and Organisation chart
- and the relevant request form has been submitted to AfC.

Requests should be emailed to afc@liverpoolft.nhs.uk.

The AfC administrator will ensure all requests are collated for review at the next Job Evaluation Group prior to proceeding to panel review.

The AfC administrator will supply the panel with job profiles from the job family and any others they feel may be appropriate. The panel must have access to IT so that they can access all national profiles if required in the panel.

The panel will meet to try and match any new posts that have been submitted against the nationally agreed profiles published on the NHS Employers website. The panel will meet together and the manager and nearest appropriate post holder will be present. For new roles, the SOP for new jobs will apply (see Staff Hub). If there is an appropriate match, the post will proceed to Consistency Checking, (see handbook for further information regarding the Consistency Checking process).

If there is not an appropriate match, the manager will be asked to complete an AfC Job Analysis Questionnaire (JAQ form – available on the HR Staff Hub, (also see JE handbook for further information regarding the JAQ process).

3.2 Agreed Panel Composition

All panels will be held in real time, with all members together in a room/Teams and the post holder and manager will be invited to the panel.

	Process:	Management Side and Staff Side Ratio:	Comments:
1	JEG	2:2	Governance group
2	Job Panel	2:2	Job matching / evaluation
3	Consistency Checking	2:2*	This is usually led by the staff side and management lead for the trust, assisted by 2 experienced panellists. All must be trained in consistency checking.
4	Evaluation analysts	1:1	Must be evaluation trained to act as job analysts and must not both take part in the subsequent evaluation.

**Where possible a ratio of 2:2, however as a minimum there must be a ratio of 2:1.*

In accordance with the JE handbook, all trained staff would ideally have refresher training every 3 years and are expected to sit on at least 4 panels a year.

Whilst the Trust is committed to ensuring it maintains a sufficient number of competent and appropriately trained AfC staff to run the AfC process internally, in exceptional

circumstances it may be necessary to utilise panellists from other NHS organisations. This will only be permitted with the prior agreement of the AfC Leads.

3.3 Local Evaluation: Job Analysis Questionnaire (JAQ)

Most job descriptions will match to a national profile. However, there may be circumstances where a post is so unique that no match is possible and a post holder will be required to complete a Job Analysis Questionnaire (JAQ).

Two evaluation trained analysts, one management side and one staff side, will meet with the post holder and manager to advise on completion of the JAQ. The completed JAQ must be agreed and signed off by both the post holder and manager and once agreed and signed off at/following the JAQ meeting, no further changes will be permitted. If there are still queries, there may be a follow-up meeting to finalise the JAQ wording for panel. The agreed JAQ will be submitted for review by a job evaluation panel.

3.4 Consistency Checking

Every outcome will be subject to consistency checking. The JE handbook recommends this is led by the AfC leads for management side and staff side. The AfC leads may delegate this role when appropriate, for example when they have been involved in the matching panels or evaluation process for the job. Consistency checking panel members must be mainly different from those that completed the original matching or evaluation process. They will check that;

- the process has been followed and documentation was present, appropriate and in good order;

- the outcome was consistent both in hierarchical terms and also across similar roles;
- all factors are recorded and evidenced correctly, scores are correctly totalled and the outcome banding is correctly identified;
- the chosen national profile is appropriate.

The panel should record the consistency check by accepting the panel report. Any inconsistencies identified will be relayed back to the members of the original panel to be rectified. In some cases this may mean the post has to go back to another panel for job matching or evaluation.

The consistency panel cannot re-band the job. If there are concerns, the job must be referred back to the original panel.

If the consistency panel are satisfied with the process and the outcome, the manager and any relevant post holder(s) will be notified.

3.5 Changed Jobs

If an individual (or group of individuals) believe that their role has changed significantly from their current job description, this should be discussed in the first instance with the line manager. Managers have a responsibility to ensure that staff duties, as far as practically possible, do not significantly deviate from the nature of responsibilities outlined in their agreed job description.

Where it is agreed that the requirements of a role have changed significantly from the agreed job description, the amendments should be documented and agreed by the manager and post holder(s) and an AfC request should be submitted (as detailed in Section 2.1). It would be helpful if the changes with the revised JD/PS are highlighted so that the panel can easily review the post.

If successful, the re-grading will be backdated to the date when the newly agreed job description was submitted for evaluation. Managers and staff should be aware that not all changes will lead to a change in banding and in many cases additional responsibilities can be added to a role without this increasing the banding or the changes may actually reduce the banding.

If agreement cannot be reached between the manager and post holder(s), then a local AfC facilitation meeting will be arranged and be conducted by AfC leads. This can be requested by emailing afc@liverpoolft.nhs.uk.

3.6 Reviews

Where the post holder(s) is dissatisfied with the result of the job matching or evaluation process, they may request a review of the outcome. This must be submitted using the appropriate review form to the AfC Administrator within 3 months of the written notification of the outcome and must include an explanation of why they disagree with the original outcome and specific details of which factors this relates to with relevant evidence to support their case.

If a review is submitted, only the challenged factors will be reviewed. Levels may be adjusted up or down. The review will be undertaken by a new panel consisting of two staff side, and two management side panellists. The new panel should have the majority of its members different from the original panel. The new panel will then repeat the matching or evaluation process using both the information submitted to the original panel and that provided by the post holder (s) in their request for a review. The outcome of the review can be:

- to confirm the same match;
- to confirm a match to a different profile;
- refer the job for local evaluation.

The outcome of the review panel, once it has been consistency checked is final. It should be explained that if the outcome of a review changes the band of the post, this can go either up or down. If the outcome of the review changes the band, then this should be subject to a further consistency check. There is no further right of appeal. The outcome should then be transacted by the line manager through a Contractual Change form.

3.7 Notification of Outcome

Managers will be notified of the outcomes in writing by the AfC administrator and will be expected to share with the postholder(s) in a timely manner. In addition to the letter notifying them of the outcome, individuals may request an anonymised copy of the job matching and evaluation scoring sheet and a copy of any national profile used for matching. Requests should be made to the AfC administrator.

3.8 Recruitment

The Trust's recruitment process will be closely linked with AfC job evaluation processes and no job should be advertised without a confirmed AfC banding. In the case of new roles, where it is felt that the actual demands of the job have differed to what was outlined within the evaluated job description, the new post holder may request of their manager for the job description to be reevaluated after a year in post. The standard process will be followed for a changed job.

3.9 Organisational Change

In all organisational change where there is an element of change to job roles, the AfC job evaluation process will apply, alongside the Workforce Change guidelines (available on the HR Staff Hub under the Workforce Change policy section). This will ensure the Trust is consistent with the requirements of the AfC Job Evaluation Handbook and AfC Terms and Conditions (Annex 24).

Managers should seek guidance from their HR representative when considering any new or changed roles as part of an organisational change process.

3.10 Training & Capacity

All members of job evaluation and consistency checking panels will be appropriately trained to ensure the integrity of the process is maintained. This training will be provided only through appropriately accredited trainers. Any issues identified through

the course of the AfC process will be referred to the JEG. The AfC leads are responsible for ensuring any issues and actions are logged and dealt with. These will be reported regularly to all AfC practitioners for learning purposes and quarterly themes will be shared with the Partnership Forum.

In the event of any capacity issues, discussion will take place between the AfC leads to identify appropriate short and long term solutions. If an action plan is necessary it will be managed in partnership with updates reported to the Partnership Forum.

3.11 Local Grievance

In the event that the job holder can demonstrate that the process was misapplied, they may pursue a local grievance about the process (guidance available on the HR Staff Hub, link below), but not against the matching or banding decision. Where a grievance is upheld, a potential remedy may be a referring to a new matching panel.

4 Exceptions

No exceptions.

5 Training

No training requirements.

6 Monitoring of compliance

Minimum requirement to be monitored	Process for monitoring e.g. audit/ review of incidents/ performance management	Job title of individual(s) responsible for monitoring and developing action plan	Minimum frequency of monitoring	Name of committee responsible for review of results and action plan	Job title of individual/ committee responsible for monitoring implementation of action plan

7 Relevant regulations, standards and references

[Insert name and hyperlink to relevant document]

Example:

Regulation 20 of the Health and Social Care Act 2008 (Regulated Activity) Regulations 2014

<http://www.legislation.gov.uk/ukxi/2014/2936/regulation/20/made>

8 Equality, diversity and human right statement

The Trust is committed to an environment that promotes equality and embraces diversity in its performance both as a service provider and employer. It will adhere to legal and performance requirements and will mainstream Equality, Diversity and Human Rights principles through its policies, procedures, service development and engagement processes. This SOP should be implemented with due regard to this commitment.

9 Legal requirements

This document meets legal and statutory requirements of the EU General Data Protection Regulation (EU 2016/679) and all subsequent and prevailing legislation. It is consistent with the requirements of the NHS Executive set out in Information Security Management: NHS Code of Practice (2007) and builds upon the general requirements published by NHS Digital/Connecting for Health (CfH).

Appendix 1: Equality impact assessment

Title	
Strategy/Policy/Standard Operating Procedure	
Service change (Inc. organisational change/QEP/ Business case/project)	
Completed by	
Date Completed	

Description *(provide a short overview of the principle aims/objectives of what is being proposed/changed/introduced and the impact of this to the organisation)*

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Who will be affected *(Staff, patients, visitors, wider community including numbers?)*

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The Equality Analysis template should be completed in the following circumstances:

- **Considering developing a new policy, strategy, function/service or project(Inc. organisational change/Business case/ QEP Scheme);**
- **Reviewing or changing an existing policy, strategy, function/service or project (Inc. organisational change/Business case/ QEP Scheme):**
 - If no or minor changes are made to any of the above and an EIA has already been completed then a further EIA is not required and the EIA review date should be set at the date for the next policy review;
 - If no or minor changes are made to any of the above and an EIA has NOT previously been completed then a new EIA is required;
 - Where significant changes have been made that do affect the implementation or process then a new EIA is required.

Please note the results of this Equality Analysis will be published on the Trust website in accordance with the Equality Act 2010 duties for public sector organisations.

Section 1 should be completed to analyse whether any aspect of your paper/policy has any impact (positive, negative or neutral) on groups from any of the protected characteristics listed below.

When considering any potential impact you should use available data to inform your analysis such as PALS/Complaints data, Patient or Staff satisfaction surveys, staff numbers and demographics, local consultations or direct engagement activity. You should also consult available published research to support your analysis.

Section 1 – Initial analysis

Equality Group	Any potential impact? Positive, negative or neutral	Evidence <i>(For any positive or negative impact please provide a short commentary on how you have reached this conclusion)</i>
Age <i>(Consider any benefits or opportunities to advance equality as well as barriers across age ranges. This can include safeguarding consent, care of the elderly and child welfare)</i>		
Disability <i>(Consider any benefits or opportunities to advance equality as well as impact on attitudinal, physical and social barriers)</i>		
Gender Reassignment <i>(Consider any benefits or opportunities to advance equality as well as any impact on transgender or transsexual people. This can include issues relating to privacy of data)</i>		
Marriage & Civil Partnership <i>(Consider any benefits or opportunities to advance equality as well as any barriers impacting on same sex couples)</i>		
Pregnancy & Maternity <i>(Consider any benefits or opportunities to advance equality as well as impact on working arrangements, part time or flexible working)</i>		
Race <i>(Consider any benefits or opportunities to advance equality as well as any barriers impacting on ethnic groups including language)</i>		
Religion or belief <i>(Consider any benefits or opportunities to advance equality as well as any barriers effecting people of different religions, belief or no belief)</i>		
Sex <i>(Consider any benefits or opportunities to advance equality as well as any barriers relating to men and women eg: same sex accommodation)</i>		
Sexual Orientation		

(Consider any benefits or opportunities to advance equality as well as barriers affecting heterosexual people as well as Lesbian, Gay or Bisexual)

If you have identified any **positive** or **neutral** impact then no further action is required, you should submit this document with your paper/policy in accordance with the governance structure.

You should also send a copy of this document to the equality impact assessment email address.

If you have identified any **negative** impact you should consider whether you can make any changes immediately to minimise any risk. This should be clearly documented on your paper cover sheet/Project Initiation Documents/Business case/policy document detailing what the negative impact is and what changes have been or can be made.

If you have identified any negative impact that has a high risk of adversely affecting any groups defined as having a protected characteristic then please continue to section 2.

Section 2 – Full analysis

If you have identified that there are potentially detrimental effects on certain protected groups, you need to consult with staff, representative bodies, local interest groups and customers that belong to these groups to analyse the effect of this impact and how it can be negated or minimised. There may also be published information available which will help with your analysis.

<u>Is what you are proposing subject to the requirements of the Code of Practice on Consultation?</u>	Y/N
Is what you are proposing subject to the requirements of the Trust’s Workforce Change Policy?	Y/N
Who and how have you engaged to gather evidence to complete your full analysis? (List)	
What are the main outcomes of your engagement activity?	
What is your overall analysis based on your engagement activity?	

Section 3 – Action Plan

You should detail any actions arising from your full analysis in the following table; all actions should be added to the Risk Register for monitoring.

Action required	Lead name	Target date for completion	How will you measure outcomes

Following completion of the full analysis you should submit this document with your paper/policy in accordance with the governance structure.

You should also send a copy of this document to the equality impact assessment email address

Section 4 – Organisation Sign Off

Name and Designation	Signature	Date
Individual who reviewed the Analysis		
Chair of Board/Group approving/rejecting proposal		
Individual recording EA on central record		

Appendix 2: Roles and responsibilities

Role	Responsibility
<p>AfC Leads</p>	<p>The management and staff side AfC leads will provide support and advice to managers and staff regarding job matching and evaluation procedures.</p> <p>Where concerns are identified with quality or consistency the Leads will be responsible for recording on the action log and ensuring appropriate action is taken.</p> <p>The AfC Leads will lead the consistency checking panel. They may, if required, delegate to appropriately trained AfC practitioners.</p> <p>The AfC leads will communicate with all AfC practitioners with a regular briefing containing concerns, updates, awareness, training, and actions required.</p> <p>The AfC leads will write a quarterly report, in partnership, to be submitted to the partnership forum.</p> <p>The AfC Leads will complete an annual self-assessment checklist for NHS organisations and submit to the partnership forum.</p>
<p>Job Evaluation Group</p>	<p>The Job Evaluation Group (JEG) will consist of two staff side and two management panellists, of which the AfC leads for management and staff side should be two.</p> <p>The JEG will review any jobs coming forward from the AfC administrator and ensure all documentation is correct and the content is sufficient for a panel to fulfil its role.</p> <p>The JEG will provide joint quality assurance of the written job information and address any omissions or inaccuracies such as a relevant Person Specification or organisation chart.</p> <p>It is the responsibility the JEG to determine whether changes to jobs are 'significant' and trigger an evaluation.</p> <p>The JEG will operate with an agenda and an outcome/action log.</p>
<p>Panellists</p>	<p>Panel members have responsibility for working in partnership to evaluate jobs fairly & consistently and in accordance with this policy.</p> <p>They should ensure that the appropriate paperwork is completed fully at panels and returned to the AfC administrator for recording.</p> <p>They shall be responsible for maintaining confidentiality with regards to all aspects of the work undertaken as a panel member.</p> <p>They must be competent and appropriately trained for the AfC activity being undertaken. They should participate in panels or consistency checking on a regular basis.</p>

<p>Line Managers</p>	<p>Managers will be responsible for determining job roles within their areas of responsibility and for ensuring the appropriate job descriptions are created and maintained to meet the needs of the service.</p> <p>Managers will be responsible for ensuring all staff have up to date and accurate job descriptions and that staff are working within the parameters set out in them. This should be reviewed annually as part of the appraisal process.</p> <p>When a new role is being created, or an existing role developed, managers will be responsible for completing the appropriate documentation and submitting it to the AfC Administrator for matching or evaluating.</p> <p>New posts must go through AfC process before going to advert and room should be built into timescales for the establishment of new posts to allow for the AfC process to happen. The standard operation procedure for attendance at panel for new jobs is available on the Staff Hub (link available in the appendices at the end of this document).</p> <p>Managers should support the job matching and evaluation process in the Trust by releasing trained members of staff to participate in panels and other AfC related activities as appropriate.</p>
<p>AfC Administration</p>	<p>Manage the administrative aspects of the JE Scheme, including arrangements for panels and provision of associated documentation.</p> <p>Maintain the job description database and panel outcomes.</p> <p>Keep a register of trained job matchers/analysts/evaluators and consistency checkers.</p>
<p>Partnership Forum</p>	<p>Responsible for the ratification and review of the policy.</p> <p>Ensure appropriate management and Staff-side consultation when reviewing the policy or associated processes.</p>

Education and training development
Equality and Diversity
<p>It is the responsibility of every member of staff to understand our equality and diversity commitments and statutory obligations under current equality legislation (the Equality Act 2010) and to:</p> <p>Act in ways that support equality and diversity and recognises the importance of people’s rights in accordance with legislation, policies, procedures and good practice; Valuing people as individuals and treating everyone with dignity and respect, consideration and without prejudice, respecting diversity and recognising peoples expressed beliefs, preferences and choices in working with others and delivering appropriate services;</p> <ul style="list-style-type: none"> • Recognise and report behaviour that undermines equality under Trust policy. • Be consciously aware of own behaviour and encourage the same levels of behaviour in colleagues. • Acknowledge others’ different perspectives and recognise the diverse needs and experiences of everyone they come into contact with. • With the support of managers develop an equality and diversity objective through the personal development review process.
Values and Behaviours

We are Caring

We are kind to each other and always show compassion to ourselves and others.

We know we are doing this when:

- We are always **kind** and **compassionate** to ourselves, our patients, families and colleagues;
- We **recognise** and **appreciate** each other, taking pride in working here and our contribution to success;
- We are **professional** and always seek to deliver the best standards of care.

We are Fair

We treat people equitably and value their differences.

We know we are doing this when:

- We value **everyone** for their unique contribution and we embrace diversity;
- We are confident in **speaking up** and we support all our colleagues to do the same;
- We are **open and honest**.

We Are Innovative

We work as a team to continuously improve the way we deliver and transform health care.

We know we are doing this when:

- We **continuously improve** the services we deliver and pioneer new ways of doing things;
- We **learn from mistakes**, striving to ensure we get things right first time;
- We **create and share knowledge** with each other, patients and our professional communities.

Infection Prevention & Control

All staff will adhere to infection control policies and procedures at all times and carry out role specific duties as per roles and responsibilities.

Confidentiality

Confidentiality/Data Protection regarding all personal information and Trust activity must be maintained at all times (both in and out of working hours). All staff should ensure that they are familiar with and adhere to all Trust privacy, confidentiality and security policies and procedures. Any breach of confidentiality will be taken seriously and appropriate disciplinary action taken.

Freedom of Information

In accordance with Freedom of Information and other associated legislation, the Trust may be required to make public recorded information available upon a request, or do this as part of a publication scheme. Please note, that in your public role, your name or job role may be contained in a document that is published in accordance with such legislation.

Management of Risk & Health and Safety

All employees have a duty to take reasonable care to avoid injury to themselves or to others and to co-operate with the Trust in meeting its statutory requirements.
All employees will proactively contribute to the management of risk by identifying hazards in the workplace which have the potential to cause harm, raising issues of concern and risk to the appropriate level.

Safeguarding Children and Vulnerable Adults

All trust employees are required to act in such a way that at all times safeguards the health and wellbeing of children and vulnerable adults. Familiarisation with and adherence to trust Safeguarding policies is an essential requirement of all employees, as is participation in related mandatory/statutory training.

IT Skills

All staff are expected to have or to gain a minimum of basic level IT skills to enable them to use the Trust IT systems to support Trust services and needs. All staff should be familiar with relevant IT systems and security policies and procedures.

Records Management

All staff are personally responsible for record keeping. A record is anything that contains information in any medium e.g. paper, tapes, computer information, etc. which have been created or gathered as a result of any NHS activity. All individuals within the Trust are responsible for any records they create or use. Please ensure that records are retained in accordance with the Records Management Policy and are stored in a manner that allows them to be easily located in the event of a Freedom of Information (FOI) request.

Information Quality

All staff must ensure complete and accurate data is collected to the highest standard at all times. Data collection should be supported by adequate documentation and processes should be regularly reviewed. Staff should ensure that processes conform to national standards and are fit for purpose. All staff should comply with the Information Quality Policy.

Professional Responsibility

As per any required registration & LUHFT policy.
Clinical Responsibility
Administration Responsibility
Research
Strategic role
HR Management
Financial Responsibility
Change of Job Description
The duties outlined above are not intended to be exhaustive and may change as the needs of the department alter in line with current agendas. This job description will be subject to periodic review and amendment in accordance with the needs of the Trust.

Person Specification

Person Specification				
	Qualifications	Essential	Desirable	Assessment
1				
2				
3				
	Experience	Essential	Desirable	Assessment
4				
5				
6				
7				

	Knowledge	Essential	Desirable	Assessment
8				
9				
10				
11				
12				
	Skills	Essential	Desirable	Assessment
13				
14				
15				
16				
17				
18				
19				
	Other	Essential	Desirable	Assessment
20				
21				
22				

Job Title:			
Band		Job Code:	

Appendix 4: Guidance on Writing a Good Job Description

A job description (JD) is an essential document for every position. A good job description facilitates matching jobs to national profiles and should

- describe the skills and responsibilities needed to perform the role;
- define where the job fits within the organisation/departmental structure;
- form the basis for the employment contract; and
- Be a valuable performance management tool.

A job description is a description of what the job is, taking account of the needs of the service. This would not usually include information on all sixteen factors of the JE scheme. JDs are not the same as national JE profiles, which are summaries of evaluated roles and to which JDs are compared in order to determine a band outcome.

Work with Job Evaluation (JE) leads, let them see a final version

Because you know that the JD will be the basis for banding a job under the NHS Job Evaluation Scheme (JE scheme), it will help to involve the Job Evaluation leads in the process where possible. They will be able to ensure that the contents of the Job Description are clear for job matching purposes.

Job title

The first important element of a JD is the job title, which should have the following qualities:

- It accurately reflects the nature of the job, responsibilities and the duties performed
- It reflects its ranking order with other jobs
- It is free of gender or age implications
- It is self-explanatory for recruitment purposes (in most online job searches, the job title is the main keyword searched).

Describe what the service needs, not what you want

Never write a job description with a person in mind. The most important aspect of a Job Description is that it reflects what the service needs.

Describe the main purpose of job

This should be the essence of the role, for example to provide HR advice to managers. Just concentrate on the main reason for the job existing, you will be able to add specific tasks and responsibilities in the next section.

Set out the main tasks and responsibilities clearly and factually

The job description should contain a list of duties and responsibilities associated with the role. You could indicate the amount of time expected to be dedicated to each task, which should be represented as a percentage (i.e. filing 20%, data entry 40% etc).

Descriptions of duties should be no more than two or three sentences in length and should be outcome-based, containing an action, an object and a purpose (eg 'compiles monthly reports to allow monitoring of the department's budget'). Use examples to illustrate where possible. Make sure responsibilities are relevant.

The list of duties and responsibilities will vary in length, but as a rule, should be as short as possible, otherwise the document becomes an operational manual rather than a job description. Keep it factual and do not repeat tasks/responsibilities. Avoid gender specific or discriminatory language.

Include an organisational structure chart and set out who the jobholder reports to and who reports to the jobholder

This will be helpful for a job matching panel to understand how departments are structured and how roles are interfaced. It also confirms to prospective candidates where their job will sit in the structure.

Attach a personnel specification

This is essential in attracting the right level of candidate and assists job matching panels with factor 2.

Are skills, knowledge, qualifications, experience essential?

Take time to confirm that the description of the level of skills, knowledge and training required are essential for the job. In some roles, qualifications are necessary in order to register to practice, but for many roles there should be alternative ways of achieving a certain level. The guidance to factor 2 in the Job Evaluation Handbook will help with this. www.nhsemployers.org

Do not ask for years of experience.

Asking for many years of experience may fall foul of both age discrimination and gender discrimination law, as it could prevent younger people and women from applying for certain jobs.

Instead of specifying years of experience or service, which is time-based so potentially indirectly age discriminatory, employers should specify the type, breadth or level of experience needed for the particular job and the skills and competencies required.

Do not set out the Job Description to cover all 16 JE scheme factors

A JD describes a role while the language of the JE profile is for analysing the information on the Job Description and therefore should not be the same. Where the language is the same the JE profile the Job Description is likely to be rejected. However, you can look at profiles to get an idea of the kind of levels needed for a role. There are some factors that would not be expected to be covered in a Job Description, such as effort factors. There is provision for collecting that information in the JE Handbook, either by using partnership job analysts or by agreeing a pro forma for the jobholder and their line manager to complete.

Do not use words and phrases taken straight from the JE Handbook or profiles

This will result in the matching panel feeling similar suspicion as in the example above. Many of the phrases used in the factor plan are defined within the Handbook and by themselves in a JD will not mean very much.

Please use straightforward, plain English phrases and sentences and avoid abbreviations. If using words such as “complex” please explain what is meant.

Please describe any systems/databases that the post holder may be required to maintain or access. For example, there may be a requirement for HR and Workforce to access ESR (Employee Service Record).

Appendix 5: Agenda for Change Job Description Protocol

Every member of staff should have a relevant and banded up-to-date Job Description (JD). For all staff groups except Medical and Dental, this is part of national Agenda for Change Job Evaluation terms and conditions. An ideal time for managers and staff to review the role being undertaken is as part of the annual appraisal process.

If it is agreed there have been significant changes required of the role (eg. new skills or additional responsibilities), the JD can be amended with management and staff working collaboratively and agreeing the final version, which will accurately reflect the role. The Trust's AfC guidance (including how to write a good JD) is available via the HR Staff Hub (intranet):

<https://staffhub.liverpoolft.nhs.uk/working-with-us/job-descriptions.htm>

Amended JDs should be submitted to the Agenda for Change team, with a Person Specification (PS) and an organisational chart demonstrating where the role sits within the structure of the department, showing reporting lines ie who the role reports to and who (if appropriate) reports to the role.

The PS details the knowledge, experience, skills and attributes required for the role. Where specific qualifications are requested, sometimes it is advisable to add "or equivalent level of qualification / knowledge" to i) avoid potential breaches of equality legislation and ii) to optimise the candidates that you may want to shortlist. Similarly, specific years of experience should not be asked for. Instead, highlights of achievements and training should be encouraged.

Roles which require professional registration (eg. HCPC-registered Biomedical Scientist) must have this explicitly requested for the post-holder or successful applicant to comply with statutory regulations.

If no agreement can be reached between the manager and the postholder(s) on any changes to the JD, the Trust's grievance policy should be referred to.

Once a JD is submitted to the Agenda for Change team, they will arrange for the Job Evaluation Group to review the paperwork and if necessary, will arrange for a panel to determine the banding of the role. Consisting of two trained AfC practitioners from both management and staffside, this group use the national profiles, the Job Evaluation handbook and their training to analyse the JD, PS and organisational chart to try and match the role to a National Job Profile. The manager of the department and the current post-holder(s) (or the most relevant stakeholder who will work with the role if the position is new or vacant) also attend the panel (typically via video link), so that clarifications and/or supporting contextual information can be provided.

The national profiles, which the panels refer to for guidance, are nationally available and have been drafted to bring national consistency across all professions and all 16 factors of every job. There is an extensive range of profiles available for all NHS sectors (nursing, pharmacy, estates, finance, HR, physiotherapy, healthcare science etc.) and in most cases a successful match can be made. The scores and evidence recorded by the Panel are subsequently checked for consistency and clarity by the

Job Evaluation Group and the manager is then informed of the decision. A review may be requested of the outcome. In this instance, a new panel is convened, the majority of whom will be different from the original group.

It should be noted that an amended JD does not necessarily result in a role being matched to a different band. There may indeed be significant and acknowledged changes, but these alone may not change the banding of the role. It is understandable that staff may be disappointed in this instance, however, it is hoped that the rigour within which panels operate offers reassurance that the process is transparent, unbiased and held to the strictest standards of governance.

The Trust uses generic job descriptions where appropriate to support both a consistent approach across teams and functions and also to reduce the volume of individual requests for roles. It may well be the case that roles at the same band in multiple departments are matched to the same National Job Profile.

The generic roles are pitched at the appropriate level of responsibility for the banding and the specific detail of the function or area using the JD can be included in both the advertisement and as a local task list. Applicants can then tailor their answers to any interview questions appropriately.

When shortlisting, managers should always shortlist the candidates who meet all of the essential criteria in the PS to ensure there is no challenge to selection. Interview questions should consist of questions seeking to assure the interview panel of competencies, values and behaviours.

Appendix 6: New Role Request Form

NEW ROLE REQUEST FORM

Title of New Post	
Department	

Manager			
Signature		Date	
Name		Job Title	
Director / HLT / Divisional Director			
Signature		Date	
Name		Job Title	

Once completed, please attach a copy of the job description, person specification, and organisational chart and forward to Ray.Rummens@liverpoolft.nhs.uk

For HR Use Only			
Post Ref No.		Panel Date	
Outcome			

Appendix 7: Re-band Request Form

REVIEW REQUEST FORM

Title of Post	
Department	
Post Holder	
Current Banding	

Please indicate what has changed in the job to justify the rebanding:

If successful, the rebanding would normally be backdated to the date on which this form was authorised by the relevant General Manager/Director - if the re-banding is to be back dated to before this date, please give the justification below:

Current Post Holder			
Signature		Date	
Name		Job Title	
Manager			

Director / HLT / Divisional Director			
Signature		Date	
Name		Job Title	
Director / HLT / Divisional Director			
Signature		Date	
Name		Job Title	

Once completed, please attach a copy of the old job description and person specification, the new job description, person specification and organisational chart and forward to Ray.Rummens@liverpoolft.nhs.uk

For HR Use Only			
Post Ref No.		Panel Date	
Outcome			

Appendix 8: Review Request Form

JOB EVALUATION REVIEW OUTCOME REQUEST FORM

NAME	
DEPARTMENT	
JOB TITLE	
LINE MANAGER	
JOB MATCHING BANDING OUTCOME	

To request a review you must state which of the factors in the job matching/evaluation result you disagree with. Please give this information below, providing an explanation of why you disagree. You can also attach written evidence with this form.

Factor No	Why disagree

Post Holder			
Signature		Date completed	
Name		Job Title	
Manager			
Signature		Date completed	
Name		Job Title	

Once completed please forward to the AFC administrator at : afc@liverpoolft.nhs.uk.

Please note that full information as to the reasons why you wish a review to be undertaken must be given for a review to be scheduled/undertaken

This request form must be approved by your manager

For HR Use Only			
Post Ref No. & Date of Original job matching panel		Date received in AFC inbox/HR	