

Human Resources Policies and Procedures

**Panel Members Procedure for
Desktops
Job Analysis
Job Matching
Job Evaluation
Consistency Checking
Reviews**

UCD/HRO/JE Panel/041

Procedure for assessing the pay band for brand new posts (Desktop Panels)

The purpose of a desktop exercise is to establish a provisional pay band for recruitment purposes for new posts.

It is acknowledged that it is difficult to draw up a Job Description (JD) and Person Specification (PS) for new roles because over time roles develop/change as the post holder becomes more proficient in understanding the organisation and becomes competent in their own role and new tasks are likely to be taken on.

Consequently the purpose of the desktop exercise is to establish a provisional pay band and then after a reasonable period of time the post will be assessed again to give a definitive outcome.

Desktop Panels

Desktop panels will be carried out by means of a panel that will sit down and meet to conduct the desktop exercise, occasionally individual panel members will carry out the exercise remotely with all results being analysed by the JE Leads and a unanimous outcome will be agreed. This exercise must be carried out by appropriately trained and experienced panel members. Panels will be at least one management and one staff side representative working in partnership. All new posts will be subject to NHSBT Consistency checking prior to the release of the provisional pay band.

The JE Administrator (HR for BPL) will aim to confirm panel membership ideally giving one to two weeks notice (one week as a minimum). However, there may be occasions when panel members are requested to provide cover at short notice, but this will be kept to a minimum.

All job evaluation panel members are responsible for ensuring that they have read all relevant documentation in preparation for panels to which they are allocated.

Panel members will notify their colleagues and manager when they are involved in panel sessions. The expectation is therefore that panel sessions will not be interrupted for any reason except in a genuine emergency.

Conflict of Interests

Panel members should not sit on a panel or conduct the exercise remotely where there is deemed to be a conflict of interest e.g. within their own job family. Panel members must alert the JE Administrator (HR for BPL) immediately upon receipt of panel documentation of any potential conflict.

Documentation for Desktop Panel

Panels will receive the following documentation for each post to be evaluated:

- Job Description
- Person Specification

The management and staff side representatives (where appropriate) who were involved in producing the new JD/PS can also be contacted to provide further

information/clarification. Contact details can be obtained from the JE Administrator (HR for BPL).

If there is a need to clarify or gather additional information a member of the panel should email the relevant identified contacts with an agreed list of questions for their response. Contact by email provides a robust audit trail. If the contact is made in any other way, the information gathered should be recorded and forwarded to the JE Administrator.

Panel Discussions/ Decisions

All discussions within the panel must remain strictly confidential. Any breach of confidentiality will be addressed via the NHSBT Disciplinary Policy.

Once consensus has been reached the final decision will be recorded and confidentiality must be maintained with no further discussion outside the meeting.

If consensus could not be agreed by all parties then the JE Administrator (HR for BPL) should be informed along with the reason for the disagreement. The JE Leads will then be notified and will review the information and agree the outcome.

Panel Results

Panel results **must** not be released to management or the post holder at the time of the panel. All panel outcomes will be subject to verification by consistency checking procedure and the results will be released after this.

Notification of Results

Following a consistency check to confirm the result, the manager will be notified of the outcome by the JE Administrator.

Procedure for Job Analysis Panels

Job Analysis is the process for obtaining clarification of job information from the post holder or their representative using a Job Analysis Questionnaire (JAQ). Job Analysts will meet with the post holder/representative and, in agreement, their manager to ensure that the JAQ is accurate clear, and appropriate for job evaluation purposes.

Analysis Panels

Each Job Analysis Panel will consist of one management and one staff side representative both who will have been formally trained in Job Analysis.

Analysis Panels will be convened by the JE Administrator (HR for BPL) and post holders will be given with the names of the analysts. Panel members should not sit on a panel where there is deemed to be a conflict of interest. This could be where their own post, their manager's post, a staff member's post, a relative's post, or a post within their own job family is being analysed. Individual panel members must alert the JE Administrator (HR for BPL) immediately upon receipt of panel documentation of any potential conflict.

Where possible the Job Analysts will be from the same location. This will not always be feasible, especially for posts where there is more than one post holder and they are based at different locations, but where possible, travelling will be kept to a minimum.

Preparation

When setting up the Analysis Panel the JE Administrator (HR for BPL) will ensure that the Job Description (JD), Person Specification (PS) and JAQ and any other relevant documentation is sent to the analysts at least five days in advance of the panel. This will then allow the analyst's time to prepare for the meeting. It is expected that job analysts will:

- In advance of the analysis interview the analysts must agree that the JAQ is completed to an acceptable standard for the meeting. If it is felt that it has been insufficiently completed with clear gaps of evidence, the analysts will return the JAQ to the post holder for appropriate completion and sign off. The Analysts will need to decide whether the meeting should still go ahead or whether it should be re-arranged pending receipt of the updated JAQ. The JE Administrator (HR for BPL) must be informed of this decision. The analysts must set a strict timescale for the completion of the JAQ so that the process is not unduly delayed;
- Agree who will ask questions, chair the meeting and take the notes;
- Identify any areas to explore; and
- Agree questions for each of these areas and a logical sequence to address them.

Seeking Agreement to Amendments

All amendments to the JAQ must be agreed with the post holder/representative and manager with the reason for the amendment being fully explained. If there is a failure to agree, both the post holder/representative's and manager's comments must be taken into account.

If there are any differences of view between the post holder and manager over the information on the JAQ, this should be resolved, with the assistance of the job analysts, if necessary, by reference to factual records, diaries or equivalent. Any more fundamental disagreements, for example whether a particular duty or responsibility is an actual requirement of the post, should be escalated to the next level of management for resolution in consultation with the Job Analysts.

Recording and Amending Information

Any amendments agreed at the analysis meeting should be recorded electronically at the meeting. Text to be amended will be retained with a strikeout (tracked changes) to maintain an audit trail.

The amended version of the JAQ should be emailed to the post holder/ Representative Post Holder (RPH) for agreement with the line manager. It is the JAQ Analyst responsibility to ensure that the JAQ Submission Form (Appendix 1) is also forwarded at this point to the post holder/RPH for completion. This form should be sent by the line manager to the JE Administrator once all changes and amendments have been agreed by the post holder/representative and manager. All tracked changes on the JAQ should be removed and a “clean” copy emailed to the JE Administrator (HR for BPL) who will then convene an Evaluation Panel.

Procedure for Job Matching Panels

Job Matching is the process for considering an agreed Job Description (JD), Person Specification (PS) and Additional Information Questionnaire (AIQ) where appropriate, against nationally agreed job profile(s). For a detailed description of the job matching procedure, please refer to the NHS Job Evaluation Handbook (2nd Edition) Section 8.

Job Matching Panels

Each Job Matching Panel will ideally consist of two management and two staff side representatives all of whom will have been formally trained in job matching. Panels of three will be allowed provided that the panel is still conducted in partnership. The JE Administrator (HR for BPL) will convene the panels and will aim to confirm panel membership, ideally, giving one to two weeks notice (one week as a minimum) However, there may be occasions when panel members are requested to provide cover at short notice, but this will be kept to a minimum.

Each Panel must elect a Chairperson and a Data Input person for the Computer Aided Job Evaluation System (CAJE) (Appendix 2). All efforts will be made to ensure anonymity of panel members.

All matching panel members are responsible for ensuring that they have read all relevant documentation in preparation for matching panels which they have agreed to undertake.

Panel members will notify their colleagues and manager when they are involved in panel sessions. The expectation is therefore that panel sessions will not be interrupted for any reason except in a genuine emergency.

Conflict of Interests

Panel members should not sit on a panel where there is deemed to be a conflict of interest. This could be where their own post, their manager's post, a staff member's post, a relative's post, or a post within their own job family or work area is being matched. Individual panel members must alert the JE Administrator (HR for BPL) immediately upon receipt of panel documentation of any potential conflict.

Job Matching Documentation

Panels will receive the following documentation for each post to be matched:

- Job Description
- Person Specification
- Additional Information Questionnaire (if appropriate)]
- Identified National Profile(s) for consideration

If there is a need to clarify or gather additional information, the Chair of the panel should email the relevant identified contacts with an agreed list of questions for their response. Contact by email provides a robust audit trail. If the contact is made in any other way, the information gathered should be recorded by the Matching Panel Chairperson and forwarded to the JE Administrator (HR for BPL).

Panel Discussions/ Decisions

All discussions within the panel must remain strictly confidential. Any breach of confidentiality will be addressed via the NHSBT Disciplinary Policy.

Once consensus has been reached the final decision will be recorded and confidentiality must be maintained with no further discussion outside the meeting.

If consensus could not be agreed by at least three out of four members on any of the factor levels the Chairperson should inform the JE Administrator (HR for BPL) along with the reason for the disagreement. The JE Leads will then be notified of the disagreement and will try to facilitate agreement by reviewing the documents and speaking to the panel. If this fails any decision on factor levels where consensus has not been agreed will be treated as a failure to agree. The post will then be submitted to a new panel not involving any of the original panel members.

Panel Results

Panel results must **not** be released to the post holder(s) or management at the time of the panel. All panel outcomes will be subject to verification by the consistency checking procedure and following this the results will be notified to the post holder/s by the JE Administrator.

Procedure for Job Evaluation Panels

Job Evaluation is the process for considering an agreed Job Analysis Questionnaire (JAQ) and additional information contained in the Additional Information Questionnaire (AIQ), where appropriate, against the factors within the Job Evaluation scheme for the NHS. For a detailed description of the Job Evaluation process, please refer to the NHS Job Evaluation Handbook (2nd Edition).

Job Evaluation Panels

Each Job Evaluation Panel will consist of two management and two staff side representatives all of whom will have been formally trained in job evaluation. Panels of three will be allowed provided that the panel is still conducted in partnership. The JE Administrator (HR for BPL) will convene the panels and will aim to confirm panel membership ideally giving one to two weeks notice (one week as a minimum). However, there may be occasions when panel members are requested to provide cover at short notice, but this will be kept to a minimum.

Each Panel must elect a Chairperson and a Data Input person for CAJE (see Appendix 2). All efforts will be made to ensure anonymity of panel members.

All job evaluation panel members are responsible for ensuring that they have read all relevant documentation in preparation for panels which they have agreed to undertake.

Panel members will notify their colleagues and manager when they are involved in panel sessions. The expectation is therefore that panel sessions will not be interrupted for any reason except in a genuine emergency.

Conflict of Interests

Panel members should not sit on a panel where there is deemed to be a conflict of interest. This could be where their own post, their manager's post, a staff member's post or a relative's post, or a post within their own job family is being evaluated. Individual panel members must alert the JE Administrator (HR for BPL) immediately upon receipt of panel documentation of any potential conflict.

Job Evaluation Documentation

Panels will receive the following documentation for each post to be evaluated:

- Job Description
- Person Specification
- JAQ

If there is a need to clarify or gather additional information, the Chair of the panel should email the relevant identified contacts with an agreed list of questions for their response. Contact by email provides a robust audit trail. If the contact is made in any other way, the information gathered should be recorded by the evaluation panel Chairperson and forward to the JE Administrator.

Panel Discussions/ Decisions

All discussions within the panel must remain strictly confidential. Any breach of confidentiality will be addressed via the NHSBT Disciplinary Policy.

Once consensus has been reached the final decision will be recorded and confidentiality must be maintained with no further discussion outside the meeting.

If consensus could not be agreed by at least three out of four members on any of the factor levels the chairperson should inform the JE Administrator (HR for BPL) along with the reason for the disagreement. The JE Leads will then be notified of the disagreement and will try to facilitate agreement by reviewing the documents and speaking to the panel. If this fails any decision on factor levels where consensus has not been agreed will be treated as a failure to agree. The post will then be submitted to a new panel not involving any of the original panel members.

Panel Results

Panel results must **not** be released to the post holder(s) or management at the time of the panel. All panel outcomes will be subject to verification by the consistency checking procedure and following this the results will be notified to the post holder/s by the JE Administrator.

Procedure for Consistency Checking Panels

This procedure refers to the formal consistency checking process which is only appropriate after the job has had time to “bed” in and has been formally matched/evaluated and the original provisional desktop outcome is confirmed.

Each of the operating divisions will retain their own consistency checking panel for “internal” consistency checking.

Consistency checking aims to achieve consistency of local matching and evaluation. For a detailed description of the consistency checking procedure, please refer to the NHS Job Evaluation Handbook (2nd Edition). All posts within NHSBT will be subject to formal consistency procedures.

Membership

The Job Evaluation (JE) Leads and nominated (JE) representatives will form the Consistency Checking Panel (CCP). Staff Side representatives must be trade union accredited.

No CCP will take place with less than four members working in partnership (at least two management and two staff side). The CCP will meet on a regular basis.

Any potential conflict of interest should be raised and discussed upon receipt of relevant documentation, prior to any panel commencing. CCP members will not be involved in the consistency checking of their own posts. In these circumstances, the panel will consist of the remaining CCP members or a nominated representative.

All CCP members are responsible for ensuring that they have read all relevant documentation in preparation for panels.

Training

All CCP members will have been trained in Job Analysis, Evaluation and Matching, and have extensive panel experience.

Meeting Arrangements/Attendance

The JE Administrator will:

- prepare the paperwork for each post to be considered by the CCP;
- provide an agenda for the CCP members confirming each post to be considered. The agenda will be circulated a week before the CCP. In exceptional circumstances, posts can be tabled on the day of the CCP, provided that complete supporting documentation is provided to panel members either via the CAJE system or in paper copy; and
- attend the panel and record the results of the panel’s discussions and decisions.

Any panel member who is unable to attend an arranged meeting *must* inform the JE Administrator as soon as possible. If a panel member cancels on the day of a panel it **will** still take place provided that there are at least four members working in partnership.

Panel members will notify their colleagues and manager when they are involved in panel sessions. The expectation is therefore that panel sessions will not be interrupted for any reason except a genuine emergency.

Role of CCP

If the CCP identifies a potential anomaly in the original outcome and feel it cannot be addressed within the CCP, the job will be passed back to the original matching or evaluation panel for comment/amendment as appropriate and then referred back to the CCP for further discussion/decision.

CCP members will consider the evidence provided to the original matching or evaluation panel when consistency checking. Any changes will be supported by appropriate rationale drawn from the evidence provided or via additional clarification sought and agreed with both post holders and line managers.

The CCP will explore factor levels, band outcomes and supporting evidence as necessary on an individual post basis before confirming outcomes.

The panel must use CAJE to facilitate the internal consistency checking process.

Once consensus has been reached the CCP members *must* stand by their decision.

CCP results ***must not*** be released to the post holder(s) or management at the time of the panel.

Consistency Checking across NHSBT

Consistency checking across NHSBT will be a two stage process.

Firstly, when a new post is created within the operating division, the JE Leads will identify whether similar posts exist elsewhere in the organisation and ensure that they understand the existing role and AfC band so that parity can be maintained.

Secondly, once consistency checking, at the operating division level, has taken place the JE Leads will communicate and discuss the banding outcomes of 'common' posts.

Notification of Results

Following the consistency check to confirm the result, post holders will be notified by the JE Administrator.

Procedure for Review Panels

It is appropriate to use the Review Procedure when an individual or staff group do not agree with the Job Evaluation banding outcome for their post and they wish to submit a review request.

Review Panels

Each Review Panel will consist of two management and two staff side representatives all of whom will have been formally trained in job evaluation. Panels of three will be allowed provided that the panel is still conducted in partnership. The JE Administrator (HR for BPL) will convene the panels and will aim to confirm panel membership ideally giving one to two weeks notice (one week as a minimum). However, there may be occasions when panel members are requested to provide cover at short notice, but this will be kept to a minimum.

Each Panel must elect a Chairperson and a Data Input person for the Computer Aided Job Evaluation System (CAJE), (Appendix 2). All efforts will be made to ensure anonymity of panel members.

All job evaluation panel members are responsible for ensuring that they have read all relevant documentation in preparation for panels which they have agreed to undertake.

Panel members will notify their colleagues and manager when they are involved in panel sessions. The expectation is therefore that panel sessions will not be interrupted for any reason except in a genuine emergency.

Conflict of Interests

Panel members should not sit on a panel where there is deemed to be a conflict of interest. This could be where their own post, their manager's post, a staff member's post or a relative's post, or a post within their own job family is being reviewed. Individual panel members must alert the JE Administrator (HR for BPL) immediately upon receipt of panel documentation of any potential conflict.

Job Review Documentation

Panels will receive the following documentation for each post to be reviewed:

- Job Description
- Person Specification
- Job Analysis Questionnaire (JAQ)
- Additional information Questionnaire (AIQ) – If appropriate
- Any further information submitted by post holder/s

Note: Only the factors that the post holder/RPH are querying should be reviewed. All other factor outcomes from the original match/evaluation will remain as per the original outcome.

If there is a need to clarify or gather additional information, the Chair of the panel should contact the post holder/RPH with an agreed list of questions for their response. The post holder/RPH will have been notified by the JE Administrator that the Review Panel is being held and will be available to answer any questions that the panel have, ***IF*** they require further clarification. Any conversations that take place with the post holder/RPH must be recorded by a nominated member of the panel and forwarded to the JE Administrator.

Panel Discussions/ Decisions

All discussions within the panel must remain strictly confidential. Any breach of confidentiality will be addressed via the NHSBT Disciplinary Policy.

Once consensus has been reached the final decision will be recorded and confidentiality must be maintained with no further discussion outside the meeting.

If consensus could not be agreed by at least three out of four members on any of the factor levels the Chairperson should inform the JE Administrator (HR for BPL) along with the reason for the disagreement. The JE Leads will then be notified of the disagreement and will try to facilitate agreement by reviewing the documents and speaking to the panel. If this fails any decision on factor levels where consensus has not been agreed will be treated as a failure to agree. The post will then be submitted to a new panel not involving any of the original panel members.

Panel Results

Panel results must **not** be released to the post holder(s) or management at the time of the panel. When, as a result of the review, there is a change to the AfC pay band then the post will be subject to verification by the consistency checking panel and following this the results will be notified to the post holder/s by the JE Administrator.

Job Analysis Tracking Form		
Job Analysis Reference		
Post to be Analysed		
Directorate		
Department		
Job Analysts	1.	2.
Signatures	1.	2.
Contact Numbers	1.	2.
Post Holder* / RPH* *Delete as appropriate		
Signature		
Contact Number		
Line Manager		
Signature		
Contact Number		
Date		

Appendix 2

Role of the Chairperson

The Chairperson can be any member of the group e.g. Staff or Management representative, the Chairperson will be responsible for telephoning the JE Administrator (HR for BPL) to obtain the log on details and password for that session. Their role will be to ensure that:

- there is the opportunity for free and frank discussion amongst panel members;
- members respect the right of each panellist to voice their opinion;
- the panel remains focused on the job in hand and time is managed to facilitate the matching process;
- when applicable, the Computer Aided Job Evaluation (CAJE) software is available and accessed by a nominated person;
- The panel are working from the latest version of the Job Evaluation Guidance and that the panel follow the Job Evaluation Working Party (JEWP) detailed job matching procedures and adhere to good practice in keeping with the JE training programs including reaching consensus on decisions;
- the confidentiality message is reinforced;
- at the end of each day all relevant paperwork is completed and returned to the JE office and they are informed of any jobs not completed/started due to time constraints; and
- the JE Administrator (HR for BPL) is informed at the end of the session.

Data Input Person / Computer Aided Job Evaluation System (CAJE) User

When undertaking Job Matching or Job Evaluation, the data input person must have been trained in the use of CAJE and will be responsible for ensuring that consensus has been reached on each factor field before the decision is input into the computer.