



## **Job Evaluation and Benchmarking Procedure**

### **1. Introduction**

- 1.1 This procedure applies to job roles within Hanover. Within Hanover we are in a transition period whereby we are transitioning from a salary scale to a benchmarked salary point.
- 1.2 Hanover is committed to the principle of equal pay for work of equal value and rewarding employees fairly whilst eliminating discrimination in pay practices. As part of this commitment, this procedure provides a sound and transparent approach within which to facilitate the grading and regrading of roles in a fair, consistent, and equitable manner.
- 1.3 Hanover uses an external organisation to undertake the job evaluation process which will measure the relative value of all jobs as well as the current benchmark for similar roles.

### **2. When will the Job Evaluation process be used?**

#### **2.1 There are two circumstances in which we will use this process:**

- **Evaluation of a New Role**
- **Re-evaluation of an existing role**

### **3. What Is Considered in The Job Evaluation Process**

- 3.1 All job roles within Hanover are levelled to ensure the external provider understands the complexity of the roles and levels of responsibility, specialisation etc.
- 3.2 The factors are:
  - Factor 1 - Job Know How
    - This factor is broken down into Knowledge and Skills and Job Demands
  - Factor 2 - Problem Solving
    - This factor is broken down into Initiative and Independence
  - Factor 3 - Decisions Made
    - This factor is broken down into Scope of Decisions and Effect of Decisions
  - Factor 4 - Responsibilities
    - This factor is broken down into Operational Responsibilities and organisational responsibilities (such as financial responsibilities)

- Factor 5 - Interpersonal Demands
  - This factor is broken down into communications (content and Customer Focus)
- Factor 6 - Working Environment
  - This factor is broken down into Physical Effort /Mental Strain and Working Conditions

#### **4. Requesting A Re-evaluation of a Role**

- 4.1 If there are additional duties and responsibilities on which the re-grading is based, these should have been undertaken with the knowledge and agreement of the employee's manager and in the knowledge that these have been significant long-term changes.
- 4.2 Any revisions to the job description should be confirmed as accurate by the relevant manager. If the manager does not support the regrading request, the manager will be invited by the People team to set out why they do not support the request.
- 4.3 The People Partner will then meet with the manager and the employee (with representation if required) to attempt to resolve the matter. Should the attempt to resolve the matter prove unsuccessful and the individual is dissatisfied with this outcome, then that person may refer to the Grievance Procedure.
- 4.4 If the manager has approved the submission and revisions to the job description are confirmed as accurate, then this will be passed to the People team to arrange evaluation.

#### **5. Outcome of re-evaluation**

- 5.1 The re-evaluation process will result in one of the following outcomes: -
  - The role is regraded to a higher job family.
  - The grade of the role remains unchanged;
  - The grade of the role does not merit a higher level, nor does it meet the current level, in which case it is referred back to the Manager for reconsideration.
- 5.2 The People Team will communicate the outcome of the regrading within one week of it being evaluated, normally to the Manager along with the appropriate feedback and rationale for the decision. It is the responsibility of the Manager to advise the role holder of the outcome of a regrading application and to provide feedback in cases where the application has not been successful.
- 5.3 When a review results in a post being regraded to a higher job family level, the postholder will be placed on the point of the transitional framework. Any salary

increases arising from a grading review will not normally be backdated beyond the date when the request for review was received by the People Team.

- 5.4 If the employee is not satisfied with the outcome, an appeal may be submitted and considered.

### **6. Appeals**

- 6.1 In the case of a regrading application, the employee has the right of appeal against the outcome. Possible grounds for appeal could include an error in the way that the information supplied has been interpreted or an error in the way in which business was conducted. Information not previously made available cannot be included, nor can any change in role since the submission for regrading. The appeal must be based on the original submission.

- 6.2 Unless otherwise agreed, employees have 10 working days from the date of being informed in writing of the regrading outcome to lodge an appeal.

- 6.3 During this process, the People Team will communicate with employees via their Hanover email address. Should an employee be absent at the time, a preferred method of communication will be discussed and agreed with the employee.

- 6.4 There are two stages to the appeals process; a first informal stage and a second formal stage.

- 6.5 An appeal will only progress to the formal stage once the informal stage has been completed.

- 6.6 There is no further right of appeal beyond the second formal stage.

### **7. First Stage (Informal Appeal)**

- 7.1 If an employee is considering appealing against the outcome of the evaluation of their role, they should in the first instance approach their manager to discuss their concerns. At that time, the individual should identify which elements of their evaluation they are considering appealing.

- 7.2 The employee should then seek to deal with the appeal informally. An informal approach may include meeting may include feedback from the external provider to explain the evaluation process, check the content of the individual's job evaluation, and discuss any basis for appeal.

- 7.3 The informal stage of appeal should be completed within two weeks, unless otherwise agreed. If the employee is satisfied with the outcome, then no further action will be taken. However, if the individual is not satisfied a formal appeal may be lodged.

### 8 Formal Stage

- 8.1 As with the informal stage, the individual should note that as a consequence of an appeal the score for identified elements could go either up or down. Also, the individual should be aware that information supplied for a particular element may impact on other elements.
- 8.2 The appeal will be made in writing to the People Team within two weeks of the completion of the informal stage, and if the complete original evaluation is not being appealed then the specific elements should be identified along with the reasons for lodging the appeal. The possible reasons are:
- The agreed evaluation process has not been followed.
  - The role was not correctly described.
  - The evidence provided has been wrongly interpreted.
  - There has been inconsistent treatment compared to other role holders.
- 8.3 The People Partner will acknowledge receipt of the appeal in writing and will advise the individual of the timescales for hearing the appeal, which will normally be considered within four weeks of being lodged.
- 8.4 Any revisions to the job evaluation form should be confirmed by the relevant manager. If the manager does not support the appeal, then the manager will explain in writing why they do not support the appeal. The People Partner will then meet with the manager and the individual (with representation if required) to attempt to resolve the matter.
- 8.5 If the manager supports the appeal, then the documentation will be considered by the external provider. If the situation proves unsuccessful and the individual is dissatisfied with this outcome, then that person may refer to the Grievance Procedure.
- 8.6 The individual and their manager will normally be advised of the outcome of the appeal in writing within ten working days of the appeal being considered, along with the reasons for the decision. This decision is final.
- 8.7 At this point the job descriptions need to be formally updated, with the employee getting a copy, this should be uploaded to HAPI.
- 8.8 A change form should be completed and submitted to the people team for any changes to salary.

## JOB EVALUATION AND BENCHMARKING PROCEDURE

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