

Livewell Southwest

**Job Matching and Evaluation  
Policy and Procedure**

Version No 1.2

Review: August 2019

**Notice to staff using a paper copy of this guidance.**

**The policies and procedures page of LSW intranet holds the most recent version of this document and staff must ensure that they are using the most recent guidance.**

**Author: Human Resources**

**Asset Number: 911**

## Reader Information

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<b>Author</b>	Human Resources
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## Document review history

Version no.	Type of change	Date	Originator of change	Description of change
1	New Policy	August 2016	HR Policy Group	New document
1.1	Minor	December 2016	Deputy Head of HR	Change to the form
1.2	Minor	January 2017	Deputy Head of HR	Change to the form, appendix 2.

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# Job Matching and Evaluation Policy and Procedure

## 1 Introduction

- 1.1 Livewell Southwest is committed to fairness and equity and values diversity in all aspects of its work as a provider of health and social care services and as an employer of people. We constantly strive to build a workforce that is representative of the community it serves. We aim to operate a fair, consistent and equitable job matching and evaluation scheme, based on the job required by the organisation and not the person doing it or the number of hours required.
- 1.2 Livewell Southwest is committed to eliminating all forms of discrimination on the grounds of age, disability, gender reassignment, marriage / civil partnership, pregnancy maternity, race, religion or belief, sex and sexual orientation in the provision of our services and in recruitment and employment. This enables an environment that is characterised by dignity and respect which is free from harassment, bullying and victimisation.
- 1.3 This policy and procedure sets out Livewell Southwest's local arrangements for job matching and job evaluation under the national framework of Agenda for Change (AfC) and applies to all posts on AfC terms and conditions of service.
- 1.4 Partnership working between Livewell Southwest and union partners will underpin this policy and procedure.

## 2 Purpose

- 2.1 The purpose of this document is to ensure that new posts and those that have undergone significant changes are appropriately matched and evaluated in accordance with the NHS Job Evaluation Scheme (JES). Whilst the job matching and evaluation processes described in this document aims to simplify the detailed arrangements contained in the Job Evaluation handbook, they are not a substitute. The handbook will be the main source of information.
- 2.2 The aim is to achieve consistency of matching and evaluations, against local matching and evaluations and against national benchmark profiles, in order to maintain consistency with similar jobs.

## 3. Definitions

- 3.1 **Job matching** - occurs when trained staff are able to match a job description to a nationally agreed profile that describes a post which is standard within the NHS and which has many common features with other similar roles. A list of all National Profiles can be accessed on the NHS Employers website [www.nhsemployers.org](http://www.nhsemployers.org).

- 3.2 Job evaluation** - occurs only when it has not been possible to match a post against an AfC national profile because the role is unique and/or significantly different to other similar roles elsewhere in the NHS.
- 3.3 Job Analysis Questionnaire (JAQ)** – a tool used to evaluate posts which are unable to be matched against an AfC national profile.
- 3.4 Significant change** – for the purposes of this policy a significant change is defined as:
- Considerably increase or decrease to the knowledge, training and experience necessary for the job, or;
  - Considerably increase or decrease to the freedom to act of the post holder.

## **4 Duties & responsibilities**

The **Chief Executive** is ultimately responsible for the content of all policies, implementation and review.

- 4.1 Human Resources** will oversee the operation and monitoring of the Job Matching and Evaluation Policy and Procedure and will be responsible for facilitating the process, organising panels and communicating outcomes.
- 4.2 Job matching/evaluation leads** - Livewell Southwest recognises the importance of partnership and therefore will share the ownership for job matching and evaluation processes with recognise unions through the identification of two job matching/evaluation leads; one management and one trade union. The job matching/evaluation leads should have knowledge of the JES and will:
- Advise employees, managers, and union representatives about job matching/evaluation good practice.
  - Ensure there are adequate numbers of trained individuals to match and evaluate jobs.
  - Keep up to date with job matching/evaluation developments and share recommended practices locally.
- 4.3 Consistency panel** - it is the responsibility of the consistency panel to:
- Ensure outcomes are checked against other local matches within the same occupational group, job family and other local matches within the same pay band.
  - Query any apparent inconsistencies in the matching/evaluation of the post.
- 4.4 Trained job matchers/evaluators** - it is the responsibility of trained job matchers/evaluators to:

- Work in partnership to match/evaluate jobs fairly and in accordance with the AfC JES.
- Maintain strict confidentiality with regard to all aspects of work, decisions and discussions undertaken as panel members.
- Commit to participate in panels on a regular basis in order to maintain their skills and to enable jobs to be processed without delay.
- Complete the required documentation accurately, clearly and comprehensively.

#### **4.5 Line managers** – it is the responsibility of managers to:

- Ensure staff hold a current, accurate job description which is reviewed in discussion with them on an annual basis as part of the appraisal process.
- Ensure staff must not be expected to routinely perform duties beyond the remit of their job description.
- Obtain approval in principle from their line manager before any proposed changes to banding are discussed with the post holder.
- Ensure funding is available when supporting the submission of a changed job for matching/evaluation.
- Consider the banding of jobs within teams that are affected when a change of responsibilities for one job impacts on the responsibilities of another.

#### **4.6 Employees** - it is the responsibility of employees to ensure that their requests for re-banding are submitted in accordance with this policy and work in partnership with their manager to accurately reflect the duties and responsibilities of their post in their job description and person specification.

## **5 General principles**

### **5.1** Banding of posts will arise in the following circumstances:

- A new funded post has been created.
- Significant changes in the responsibilities of a post (not volume of work).
- The post holder and their manager feel that a post is incorrectly banded.
- Where vacancies in the structure lead to a reorganisation of work and the need to adjust the duties of a post.
- A re-banding request initiated by an individual employee and supported by the line manager.
- A re-banding request initiated by the line manager in respect of a post under their service.

### **5.2** Where a project or an objective is set for a post holder which is new but does not significantly increase responsibility, it is not appropriate to submit the updated job description for banding.

- 5.3 In every circumstance, it is the post that is matched or evaluated not the individual who happens to be in the post at any given time.
- 5.4 The outcome of any matching/evaluation process on a current job role may result in a decision to increase or decrease the band of a post or for it to remain unchanged.

## **6 Procedure**

### **6.1 New post**

- 6.1.1 Before a new post can be advertised it should be job matched/evaluated to a national profile so that an indicative pay band may be determined for recruitment purposes.
- 6.1.2 In exceptional circumstances, and in agreement with the job matching/evaluation leads, if posts require advertising, prior to the manager receiving the matching outcome, or when an indicative pay band is established, the post must be advertised with the pay band subject to full evaluation. It should be born in mind by managers that this is only an indicative outcome and that there is a possibility of a lower/higher outcome at full matching/evaluation.
- 6.1.3 When a new role is identified, the manager will prepare a job description and person specification using Livewell Southwest's guidance and templates attached as Appendices 1. Advice is also available from the HR Department.
- 6.1.4 The manager should complete the job matching/job evaluation form set out in Appendix 2. Following receipt of these documents a job matching/evaluation panel will be arranged.
- 6.1.5 The line manager may be contacted by the matching/evaluation panel should they require clarification of any detail or any further information in order to band the post. Managers may be contacted by a panel, to answer questions the panel may have regarding the request or supporting documentation. In order to protect the anonymity of the panel, under no circumstances, will the line manager or the post holder be required to attend a meeting with the panel.
- 6.1.6 Following a consistency checking process, HR will write to the manager and inform them of the outcome of the matching/evaluation.

## **7 Job matching panels**

- 7.1 The process of matching the job description and person specification to the national AfC profiles will be undertaken in accordance with the national Job Evaluation handbook and results will be stored electronically to aid the process.

The HR Department will assign a unique reference code to the documentation pack in preparation for a matching panel.

- 7.2 A team of trained AfC matchers will normally comprise of four members (two management representatives and two accredited union representatives). Where this is not possible then as a minimum a panel must comprise at least three members with at least one member from management and one accredited union. They will meet on a monthly basis to undertake panels or when a panel is required.
- 7.3 If it is not possible to match the job description and person specification to a national AfC job profile or the panel fail to reach an agreed outcome this will be reported to the job matching/evaluation leads who will consider the situation and determine the most appropriate course of action e.g. referring the job to a different panel, referring the job description back to the line manager for revision and amendment before returning to a second panel, or for a Job Analysis Questionnaire (JAQ) to be completed.

## **8 Job evaluation panels**

- 8.1 Job evaluation occurs only when it has not been possible to match a post against an AfC national profile. The job is likely to be **unique and/or significantly different** to other similar roles elsewhere in the organisation following AfC. Posts which are unable to be matched against a national profile will be evaluated by the post holder, or if a new post the line manager, completing a JAQ.
- 8.2 Once the JAQ has been completed a meeting will be held with two trained job analysts (one management and one union) to undertake a job analysis interview with the post holder and/or line manager. Following the job analysis the JAQ may be amended and will need to be agreed and signed by the post holder and their line manager.
- 8.3 The completed JAQ will then be submitted to a job evaluation panel for banding and will subsequently be consistency checked.
- 8.4 Posts will not normally be job matched/evaluated within 12 months of a previous matching and evaluation review unless there is clear evidence to demonstrate significant changes to the role and responsibilities, or a relevant new national profile is published.

## **9 Consistency panels**

- 9.1 The aim of the consistency panel is to ensure the job matching/evaluation outcomes are consistent and reliable in order to avoid grading anomalies within the organisation and consequent review requests.

- 9.2 The consistency panels will normally comprise of four members (two management representatives and two accredited union representatives) all who have been trained in job matching and/or job evaluation as required. Where this is not possible then as a minimum a panel must comprise at least three members with at least one member from management and one accredited trade union representative. The panel members will not include more than one representative from the original job matching/evaluation/review panel.
- 9.3 Any inconsistencies found will be referred back to the original panel for review with notes from the consistency panel regarding which factors require further reconsideration. However, the Consistency panel may contact the manager responsible for clarification or to ask further questions as appropriate regarding the documentation.
- 9.4 Where apparent inconsistencies in banding across the organisation are brought to the attention of managers, the job matching/evaluation leads should be notified, who will arrange for this to be investigated and appropriate action taken as necessary, to restore consistency in the pay structure.

## **10 Job matching/evaluation appeals procedure**

- 10.1 If the post holder is dissatisfied with the outcome of the job matching/evaluation exercise, they have the right of appeal. They must notify their manager in writing, stating the reasons for appeal using the job matching/evaluation appeals form attached as Appendix 3 within three months from the date of outcome letter.
- 10.2 In order for an appeal to be undertaken the post holder must provide details of where they disagree with the match/evaluation and provide evidence to support this. An appeal should only be requested if the post holder can demonstrate that incorrect or insufficient information concerning the dimensions of the job were presented to the original matching/evaluation panel.
- 10.3 HR will arrange for an appeal panel to be convened at the earliest opportunity which will comprise a new matching panel and they will consider the original matching outcomes based on the information provided on the job matching/evaluation appeals form completed by the post holder.
- 10.4 There will be no further right of appeal once this procedure is exhausted. However, if the post holder believes the **process** was carried out incorrectly they may pursue this through the Grievance Procedure.

## **11. Training implications**

- 11.1 Livewell Southwest and unions will ensure that all job matching/evaluation panel members receive full training.

11.2 Newly trained job matchers/evaluators will be supported and given opportunity to match/evaluate with experienced panel members in order to become accustomed to the process of job matching/evaluation.

11.3 Guidance for managers is set out in Appendix 1 and a flowchart in Appendix 4.

## **12. Monitoring compliance**

12.1 This document will be reviewed every three-years or earlier if required, e.g. due to legislation changes.

12.2 The HR Department will be responsible for monitoring the effectiveness of this policy in conjunction with managers and union partners.

**All policies are required to be electronically signed by the Lead Director. Proof of the electronic signature is stored in the policies database.**

**The Lead Director approves this document and any attached appendices. For operational policies this will be the Locality Manager.**

**The Executive signature is subject to the understanding that the policy owner has followed the organisation process for policy Ratification.**

Signed: Michelle Thomas, Director of Operations

Date: 13<sup>th</sup> October 2016

## Appendix 1: Guidance on compiling job descriptions and person specifications

### 1. JOB DETAILS

<b>Job Title:</b>	
<b>Band:</b>	<i>Leave blank until the role has been job matched/evaluated</i>
<b>Locality:</b>	
<b>Base:</b>	
<b>Hours of work:</b>	
<b>Responsible to:</b>	

### 2. JOB PURPOSE

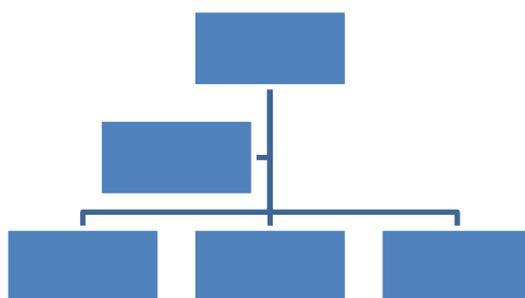
*The job description should be unambiguous and avoid jargon and abbreviations. Care should be taken to ensure that the role is not defined too tightly as an element of flexibility is required.*

*Drawing up an accurate job description is crucial to the success of the recruitment process as it will give applicants clear information about the role. This should provide an accurate, concise statement in one sentence or paragraph of why the job exists. It should allow readers to immediately focus on the job's overall role in the organisation.*

*It is best to write the remainder of the job description first in order to develop an overall view of it, and then come back to this section to complete it, using the insights gained from the rest of the job description to clarify thoughts on the job's overall purpose.*

### 3. DEPARTMENTAL POSITION

*The purpose of this section is to establish how the job fits into the rest of the organisation. It should be clear to whom the post holder is responsible and whether they have any other key lines of accountability, any posts reporting directly to the post holder etc. Job titles should be used.*



### 4. SCOPE AND RANGE

*This should provide an insight into the job and the context within which it works. It is not necessary or helpful to include a long list of statistics that relate to the job, but the section should provide core information along the lines indicated below.*

## 5. MAIN DUTIES/RESPONSIBILITIES

This is the most important part of the job description and should **summarise and emphasise what responsibilities and duties are expected of the job**. For managerial and other senior positions this is best expressed in terms of the key results or outputs of the job, rather than a long and detailed list of tasks. For other posts, it is acceptable to set out the actual duties.

The statement is usually constructed in a way that indicates how the activity links to the desired output, as follows:

<b>What is done</b>	<b>To what / whom</b>	<b>With what outcome</b>
Prepare, monitor and control	The annual department budget	To ensure expenditure is in line with the Business Plan

Below are some points for you to consider when compiling the responsibilities and duties.

### 5.1 Responsibility for People Management

- Does the post holder manage, supervise and/or train staff, how many and type of staff?
- What responsibility does the post holder have for on-going staff development?
- Does the post holder have any responsibility for new, junior staff or students?
- Does the post holder have any responsibility for educational/teaching sessions?

### 5.2 Responsibility for financial and/or physical resources

- Does the post holder handle cash/cheques/patients' valuables, authorise payments?
- Is the post holder responsible for goods/equipment and its security?
- Is the post holder responsible for stock control and are they an authorised signatory?
- What responsibility does the post holder have for budgets (e.g. monitoring, budget setting, budget holder)?

### 5.3 Responsibility for administration

- What responsibility does the post holder have for administrative functions/tasks?
- To what extent is the post holder required to plan and organise work (e.g. administrative responsibility for committees, groups, etc.)?
- Is the post holder responsible for ensuring records are kept up-to-date?

### 5.4 Responsibility for people who use our services

- What contact does the post holder have with people who use our services and what is the nature/frequency of the contact?
- Is the post holder responsible for providing care and, if so, what is the nature of the care provided?
- Does the post holder have a responsibility for designing and/or implementing care programmes and, if so, does this involve other health & social care professions /disciplines?
- How does the post holder deliver care e.g. in-patient setting, in the home etc.
- Does the post holder formulate and adjust diagnosis protocols or treatment plans and medication?
- Does the post holder have to work to and follow defined protocols/procedures and are they involved in the development and writing of these?
- Does the post holder have a lead role/responsibility for any aspects of patient care?

## **5.5 Responsibility for implementation of policy and/or service developments**

- *Does the post holder have any responsibility or involvement for the development and implementation of policy and/or services?*
- *Does the post holder only implement changes to established working practices or procedures?*
- *Is the post holder's responsibility limited to their own work area or does their responsibility have a wider impact?*
- *Does the post holder have responsibilities across more than one service/ department /function?*
- *Does the post holder's responsibility/involvement in policy development or service development impact on their direct working area or across the organisation?*
- *Does the post holder represent the team/department/organisation on any long-term planning or developmental groups?*

## **5.6 Other Responsibilities**

- *Does the post holder have any responsibility for information resources e.g. computer hardware/software; security; processing and generating information; creating, updating and maintaining information databases or system, and the extent to which this responsibility is shared with others?*
- *Does the post holder have any responsibility for formal clinical or non-clinical research and development activities, including audit, and the extent to which this responsibility is shared with others?*

## **6. COMMUNICATIONS AND RELATIONSHIPS**

*This section should specify the various types of people, either inside or outside the organisation, that the post holder needs to have contact with (excluding immediate line manager and direct reports) e.g. patients, visitors, clients, and work colleagues in other departments or organisations.*

## **7. PHYSICAL DEMANDS OF THE JOB**

*This section should describe the nature, level, frequency and duration of the physical effort (sustained effort at a similar level or sudden explosive effort) required for the job. It takes account of any circumstances that may affect the degree of effort required, such as working in an awkward position or confined space. The physical skills required in the job should also be described e.g. requirements for speed and accuracy, keyboard, driving skills etc.*

## **8. ADDITIONAL INFORMATION FOR ALL POSTS**

The post holder is required to comply with all relevant policies and procedures pertinent to their post. Current versions can be found on the intranet or via your manager. The areas listed below are those Livewell Southwest currently places particular emphasis on. Failure to follow correct policies and procedures may result in disciplinary action.

### **8.1 Risk Management**

In accordance with the Risk Management Strategy, employees will participate, whenever required, with the risk management process. They will support line managers by attending mandatory and statutory training, completing incident/accident forms for every adverse event or near miss that occurs, report all defects and complaints, and communicate any dangerous situation to individuals potentially at risk.

## **8.2 Health and Safety at Work**

You must co-operate with those in authority and others in meeting the statutory requirements and in following policies and procedures. A copy of the Health and Safety Policy is available from the intranet or from the Risk Management Department.

You are reminded that in accordance with the Health and Safety at Work Act 1974 you have a duty to take reasonable care to avoid injury to yourself and to others affected by your work activities.

You will be notified where your post carries a requirement for immunisation.

You may be required to be able to undertake physical intervention training and participate in physical intervention as part of a physical intervention team and Basic Life Support (BLS).

## **8.3 Infection Control**

Livewell Southwest is determined to eradicate healthcare-acquired infection and puts a great deal of emphasis on the responsibility of all staff to ensure their own personal and others compliance with Infection Control (including Hand Washing) Policies. All staff must comply with infection control policies and guidance, attend relevant updates and report issues of concern to their immediate line manager (if no action or explanation received, then it is the individual's responsibility to escalate their concerns to the Director of Operations or Chief Executive's Office).

## **8.4 Safeguarding Children and Adults**

All employees have a duty to safeguard and promote the welfare of children and adults and are required to act in such a way that at all times safeguards their health and wellbeing. Familiarisation with and adherence to national and local safeguarding adults and children policies is an essential requirement upon all employees. Livewell Southwest has specific safeguarding policies and in addition, employees also have a responsibility to practice and work within the multi-agency policy developed by the Safeguarding Adults Board and the Safeguarding Children Board. Staff are also required to participate in related mandatory/statutory training.

## **8.5 Research**

For clinical posts at bands 5 and 6, there is an expectation that engagement in research will be part of this role. Therefore, an awareness of the value and relevance of research is expected and the post holder should either support existing research within their specialty area as appropriate or identify opportunities to raise awareness of research possibilities. For clinical posts at band 7 and above, the post holder will be required to actively participate in complex audits using research methodology, or participate as required in clinical trials or equipment testing, and will demonstrate high level involvement in local ongoing research projects.

## **8.6 Sustainability and climate change**

All staff are expected to take responsibility for the reduction of carbon emissions within their area of the organisation. In particular this may relate to reducing energy consumption, making low carbon travel choices, consideration of goods and services being purchased, and waste reduction.

## **8.7 Other**

This Job Description is not exhaustive and may change as the post develops, but such change will not take place without consultation between the post holder and their manager. Job descriptions should be reviewed at least annually at the appraisal meeting.

The Working Time Regulations apply to all employees of Livewell Southwest. In particular, Livewell Southwest will not permit staff in all employments to work in excess of 48 hours in any one week except where there are exceptional service needs where an absolute limit of averaging over a reference period of 17 weeks would apply.

Livewell Southwest has adopted NO SMOKING and NO ALCOHOL policies for staff, which applies to all posts. Details of the policy are available on request and will be included in the statement of main terms and conditions of service of staff appointed.

Signature (post holder):

Date:

Signature (manager):

Date:

Date of annual review:



## Person specification

Job title:

Department:

Band:

Criteria	Essential ( <i>minimum standard required</i> )	Desirable ( <i>enhance the ability to carry out the role</i> )	Measurement
<b>Qualifications</b>	<i>What are the minimum qualifications that are essential for appointment to the post? Avoid listing qualifications that are not specifically required to do the role. Consider whether the applicant could gain the necessary knowledge associated with the minimum qualification(s) through a combination of in-depth experience and/or theoretical study.</i>	<i>Any preferable requirements which could be obtained once in post and could be used for shortlisting.</i>	<i>Application form, test, at interview, presentation or other selection method.</i>
<b>Knowledge</b>	<i>For many roles, knowledge of the type of work that needs to be carried out is important, although if training is available then this requirement might be desirable rather than essential. What's the minimum knowledge to do the job?</i>		
<b>Experience</b>	<i>What type of experience is required? Using years' experience can be seen as discriminatory. Use wording such as proven relevant experience if possible.</i>		
<b>Specific skills</b>	<i>What skills and abilities will the post holder need to undertake the job effectively? e.g. report writing, manage caseload, negotiation, presentation, analytical, planning &amp; organisational, subject to the provision of the Equality Act, able to drive across Plymouth &amp; other geographical areas etc.</i>		
<b>Additional requirements</b>	<i>Consider what other attributes are required which are not listed above e.g. able to participate in on call system, work shifts including night duty etc.</i>		

## Appendix 2: Job matching/job evaluation application form

Please complete and email to: Livewell.agendaforchange@nhs.net or post to Job Matching/Job Evaluation, HR Department, Windsor House, 1<sup>st</sup> Floor, Tavistock Road, Plymouth, PL6 5UF.

Job details /checklist	Please complete all applicable fields			
Job title:				
Manager's name & contact details:				
Date submitted:				
Reason for job matching/evaluation:	Appraisal <input type="checkbox"/>	Service redesign or reorganisation <input type="checkbox"/>	New post <input type="checkbox"/>	Manager request <input type="checkbox"/>
	<i>If the reason for job matching/evaluation is appraisal, please provide evidence of this e.g. email from line manager or front page of the completed appraisal paperwork.</i>			
Financial approval:	<i>Please indicate evidence and attach.</i>			
Director approval for Band 7 and above or Locality manager approval up to Band 6:	<i>Please indicate evidence and attach.</i>			
Job description & person specification:	<i>Please ensure that before submission for matching/evaluation, the job description and person specification accurately reflect the skills, knowledge and experience required for the post.</i>			
Background information:	<i>Please provide any background information that is relevant to this job matching/evaluation. <b>Do not disclose expected or current pay banding.</b></i>			

### For job matching/evaluation use only

Job reference no.		Date received			
Date of matching/evaluation		Outcome of matching	Score	Band	
Names of matching/evaluation panel					
Spreadsheet updated		Date manager informed			
Date referred to Consistency Checking Panel		Outcome			

### Appendix 3: Job matching/evaluation appeals form

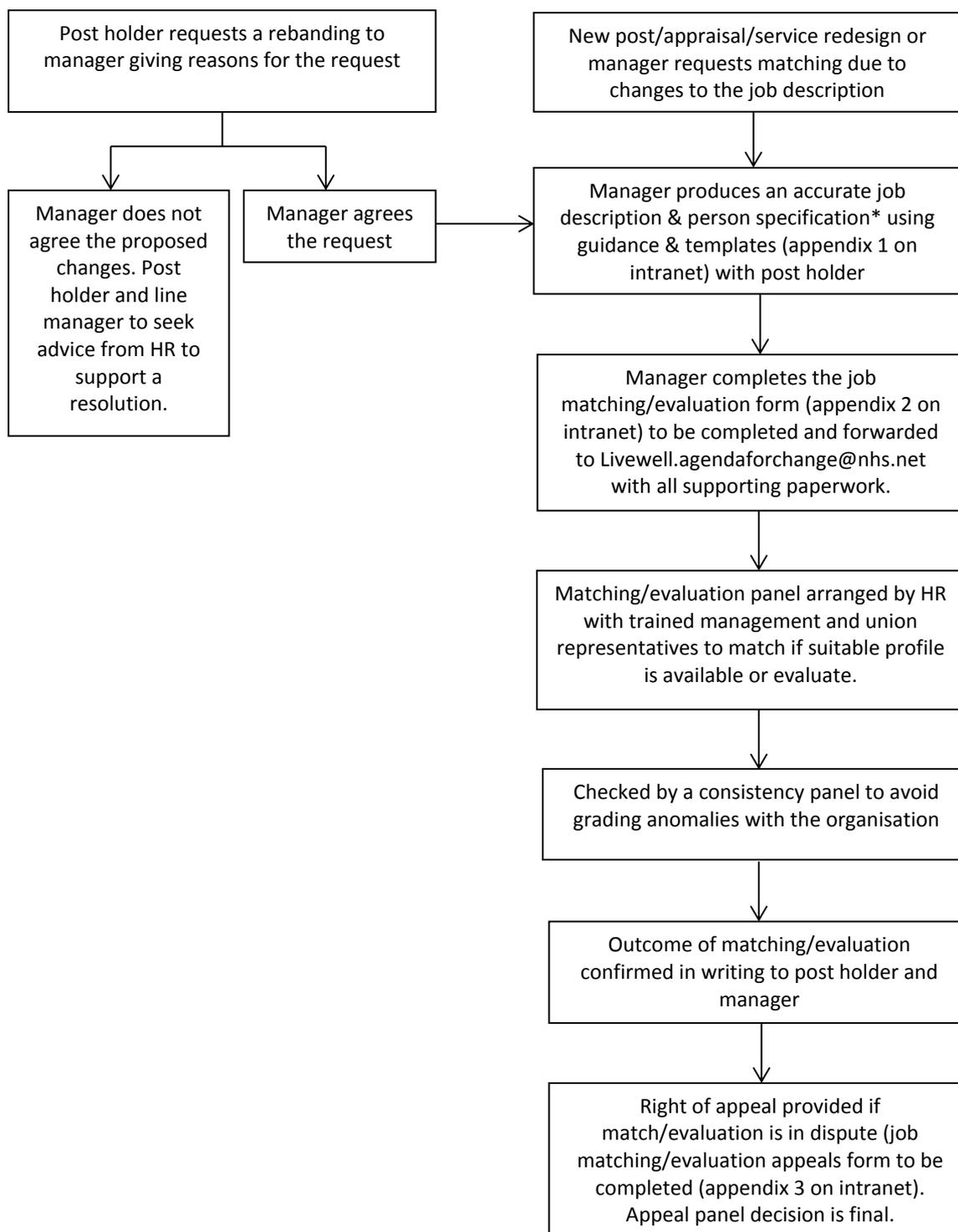
The appeal procedure is available for staff who are dissatisfied with the outcome of the job matching/evaluation exercise. In order for an appeal to be undertaken the post holder must provide details of where they disagree with the match/evaluation and provide evidence to support this.

Please use this form to demonstrate provide details of where they disagree with the match/evaluation and provide evidence to support this. Please return to the completed paper to Livewell.agendaforchange@nhs.net or post to Job Matching/Job Evaluation, HR Department, Windsor House, 1<sup>st</sup> Floor, Tavistock Road, Plymouth, PL6 5UF, within three months from the date of the outcome letter.

<b>Employee's name</b>		<b>Employee's signature</b>	
<b>Job title</b>		<b>Job reference</b>	
<b>Manager's name</b>		<b>Manager's signature</b>	
<b>Basis of appeal: please provide an explanation against the factors below of the issues that you would like the appeal panel to take into account</b>			
<b>Factor</b>	<b>Explanation/information</b>		
<b>1. Communication &amp; relationship skills</b>			
<b>2. Knowledge, skills &amp; experience</b>			
<b>3. Analytical &amp; judgemental skills</b>			
<b>4. Planning &amp; organisational skills</b>			
<b>5. Physical skills</b>			
<b>6. Responsibility for patient/client Care</b>			
<b>7. Responsibility for policy/service development</b>			
<b>8. Responsibility for financial &amp; physical resources</b>			
<b>9. Responsibility for Human Resources</b>			
<b>10. Information resources</b>			
<b>11. Research &amp; development</b>			
<b>12. Freedom to act</b>			
<b>13. Physical effort</b>			
<b>14. Mental effort</b>			
<b>15. Emotional effort</b>			
<b>16. Working conditions</b>			

**Date:**

## Appendix 4: Job matching/evaluation flowchart



\*Managers should always seek HR advice if they are proposing to significantly change an existing job as formal consultation may be required under the Organisational Change Protocol.