

JOB EVALUATION POLICY

Job Evaluation Policy

**Background:**

The Royal Conservatoire of Scotland has progressed through an evaluation of all posts through the Job Evaluation Consultative Forum to the point where it is important to build on and extend the work already completed in relation to the Job Evaluation.

The Conservatoire has adopted the Hay Job Evaluation methodology to allow it to implement a fair, open, and transparent system of grading and pay, and has been assisted by Hay consultants throughout the development and implementation of the process. It is now necessary for the Conservatoire to formalise the next steps of the process.

**Scope:**

The Job Evaluation process will continue to involve all staff, and will include all posts within the Conservatoire. It may be necessary for specific high level posts at Director Level to have the formal evaluations completed by Hay.

A formal Job Evaluation Panel will meet to evaluate all new posts, or any posts where there has been a major restructuring or significant change, prior to the post being advertised.

Job Evaluation is the consideration of the duties of a post and not about the performance of the post-holder. Consideration of performance and personal development will be undertaken through other processes.

**Purpose:**

The purpose of Job Evaluation is to provide a clear and defensible basis to determine and manage internal relativities and inform the design of grade and salary structures.

The Hay form of Job Evaluation is based around three key factors as follows:

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| * Know How |
| * Problem Solving |
| * Accountability |
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Quality checks are built into the operating procedures and the Job Evaluation Panel, assisted where necessary by Hay, will regularly review the results of the Panel to ensure quality.

Particular care will be taken to ensure that the outcomes of the Job Evaluation do not simply replicate existing structures. Each post will be evaluated on its own merits.

**Main Features:**

The main features of the Job Evaluation process is that it will:

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| 1. Enable objective judgements to be made about relative job size and gradings |
| 1. Enhance objectivity by providing factual evidence (job analysis) on which informed judgements can be based rather than relying on opinion or pre-conceptions |
| 1. Provide a framework of defined rationales, which will help to form judgements |
| 1. Evaluate the job, not the person – evaluations take no account of the personal characteristics of performance or individuals |

**Operating Guidelines:**

1. All those involved in analysing and evaluating jobs and roles will be thoroughly trained in the skills involved and the operation of the scheme as well as in equal value issues.
2. Job Evaluation Panel members will be chosen to provide a representative sample of the staff of the Conservatoire in terms of background, expertise and current role.
3. Job Descriptions will be written to an agreed format to enable jobs to be assessed to a common standard. The HR Department will check that all Job Descriptions submitted to panels are completed to a uniform standard.
4. Any individual identification, including gender etc, will be removed from Job Descriptions.
5. The operation of the scheme will be serviced by the HR Department and also monitored by the HR Department to ensure that discrimination does not take place.
6. All staff will be given the opportunity to apply for a review of their post if they feel that there has been a major change to their present post. Initial discussions on any such request should be held with the HR Department in the first instance.