

Royal Northern College of Music
<b>Job Evaluation and Grading Review</b>
Policy & Procedure
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RNCM  
ROYAL NORTHERN  
COLLEGE of MUSIC

## 1. Introduction

The purpose of this policy is to provide a sound framework within which to facilitate the grading of new and occupied roles in a fair, consistent and equitable manner across the College.

This document sets out the arrangements for the job evaluation and grading of new and occupied posts for all professional services staff at RNCM. Job evaluation is undertaken using the Higher Education Role Analysis (HERA) scheme.

Teaching and Research positions are generally subject to the Teaching and Research Staff Grading Review promotion procedure. Some roles with a high leadership and management content may be more appropriately evaluated through HERA.

Job evaluation and grading review is the ongoing process of evaluating new jobs and reviewing existing ones where appropriate to ensure pay and grading is appropriate to the duties and responsibilities of jobs. The key purpose of job evaluation is to ensure fairness and consistency by measuring all jobs against the same criteria. The criteria used during the process of job grading review are contained within the HERA job evaluation scheme.

Job evaluation focuses as objectively as possible on the requirements of the post rather than the personal characteristics and performance of the post-holder to ensure fair treatment and comply with both the College's Equality and Diversity Policy and current statutory equal pay obligations.

Requests for a job evaluation and grading review will be based on the business needs of the School or department, usually as a result of either a re-structuring exercise, the need for new work to be undertaken, or because the demands of a particular job have changed significantly. Heads of Department are responsible for ensuring that there is provision for the costs of any re-grading within their annual business plan.

## 2. Principles

- A job evaluation and grading review request must be based on **significant and permanent** changes in the levels of responsibility and accountability of a job. It is recognised that individuals in all grades throughout the College put a great deal of effort and commitment into their work, the Reward and Recognition Policy may be an appropriate alternative means of recognising contribution where the level of responsibility has not changed.
- The policy is not for use in circumstances where there is a difference between pay for particular roles in comparison with current rates for similar roles in the wider employment market. In such cases, reference should be made to the College's Market Supplement policy.
- All staff involved in evaluating job roles will have been trained in HERA role analysis.
- Grades of existing jobs should normally only be evaluated once within any 2 year period (unless part of a significant restructuring process). Jobs will only be evaluated within this time period if there are exceptional reasons to do so.
- An increase in volume of work will not necessarily result in an increase in responsibilities sufficient to merit a change in grade. Evidence would need to be provided that this increase in volume has resulted in a significant increase in responsibility /accountability.

- It is expected that any disagreements between a member of staff and manager relating to the requirements/demands of the job will be resolved at a local level and not by HR.
- If requests for additional resources (i.e. re-grading requests) are not approved but the job holder is already undertaking additional duties or responsibilities, the line manager will be asked to remove duties or responsibilities to match the approved grade/resources of the job.

### **3. HERA**

#### **3.1 HERA explained**

HERA (Higher Education Role Analysis) is a tool used to analyse roles found in Higher Education institutions. It was developed by a consortium of higher education institutions to cover the vast range of jobs which can be found within the higher education sector. The scheme has been rigorously tested at a national level to ensure that it is fit for purpose.

#### **3.2 How does HERA work?**

HERA analyses roles against 14 key elements which reflect the values of higher education, and the aspects of the roles identified as being the most important. All roles are analysed against the same elements, these being:

- Communication
- Teamwork and motivation
- Liaison and networking
- Service delivery
- Decision making processes and outcomes
- Planning and organising resources
- Initiative and problem solving
- Analysis and research
- Sensory and physical demands
- Work environment
- Pastoral care and welfare
- Team development
- Teaching and learning support
- Knowledge and experience

The HERA scheme uses a questionnaire format (made up of 50 statements/questions) to measure the level of responsibility and demands of a role in relation to each element. Once the appropriate role information has been gathered, each element is scored using the HERA scoring system. These scores are then combined to give an overall point score for the role. It is this score that determines the relative value/worth of roles, and ultimately the grade a role is assigned.

## **4. Types of review**

### **4.1 New role**

This is a role that has not previously existed within the School/ Department, nor been evaluated. The role will normally be vacant.

### **4.2 Changed role**

This is an existing role that has changed significantly since it was last evaluated. Changes, in terms of the responsibilities and activities of the role have been made or are planned and have been approved as part of the business planning process in order to meet the requirements of the School/Department. There will normally be an employee in post. If not, it will be treated as a new role evaluation.

Jobs can evolve over time owing to factors such as the impact of technology, changing organisation structures and staff turnover. Whilst individual jobholders can also shape jobs, grading review can only focus on the requirements of the job and not the performance of the individual jobholder. Where it is apparent that a grading review has been requested due to the high performance of the jobholder, the Head of HR may discuss with the line manager the option of nominating the jobholder for an award under the Reward and Recognition Scheme.

## **5. Process**

*Please read these procedures in conjunction with the Job Evaluation and Grading Review Procedure flowchart (Appendix A).*

### **5.1 Review of new role**

Approval to recruit to a newly established or vacant job must be obtained from the Staffing Sub-Group (SSG) of the Executive Committee. A Staff Requisition Form should be completed in all instances. Recruiting Managers should complete sections 1-4 before forwarding to Finance who will return it to Human Resources.

Once approval has been received, a HERA role evidence form, job description and person specification (templates available from HR) must be completed and sent to HR.

HR will confirm timescales for completion of the grading review, and may wish to discuss any queries arising from the paperwork with the line manager concerned, and to recommend any amendments to the information received.

### **5.2 Review of existing jobs**

A review of an existing job may only be considered where:

- the responsibilities have changed significantly and permanently to meet the requirements of the Department/School since the job was last evaluated. This procedure occurs when a line manager independently or following a request from the staff member, considers that changes in the regular duties and responsibility of the post are sufficient to warrant a reassessment.

Normally a request for re-grading must be submitted as part of the annual

business planning process. Exceptionally, requests may be considered out of cycle.

Where a review is requested the following documents must be completed and submitted to HR:

- Job Evaluation and Grading Review Request Form (Appendix B). Evidence will be required of a significant and permanent change in duties and responsibilities before a re-evaluation will be considered.
- Current job description and person specification: this must be agreed by both the staff member and line manager showing duties which have changed, indicating where greater complexity or increased responsibility is involved.
- HERA Role Evidence Form: this must be completed by the current role holder and verified by the line manager.

It is the line manager's responsibility to ensure that all documents are complete in final form prior to making a request for a job grading review.

### **5.3 Job Grading Review Panel**

This panel will be arranged as required to consider grading reviews of new and existing jobs and will comprise of three trained role analysts.

The role of the panel is to review the evidence and confirm the grade.

All panel members will be fully trained in the application of the HERA scheme and the College's scoring rationale.

## **6. Outcomes**

Confirmation of the grading outcome and any feedback will be provided to the line manager by the Job Grading Review Panel. A grading review may or may not lead to an increase in HERA points or grade. The possible outcomes from a grading review are:

a) *Increase in points but still within the same grade*: No change to grade or salary, and increment date stays the same.

b) *Increase in points leading to higher grade*: The job holder's salary will move to the new grade minimum spinal point with effect from the 1<sup>st</sup> of the next month following the date the original approved paperwork was received by the Human Resources Department, or start of next financial year if put forward as part of business planning. Where the job holder's current salary is at or above the new grade minimum because they have been in receipt of contribution points on their current grade, their salary will increase to the next increment point above their current salary. If the job holder is in receipt of a temporary responsibility payment this will not be taken into account when determining the spinal point. The date of the next increment will be 1<sup>st</sup> August unless appointed between 1<sup>st</sup> February and 31<sup>st</sup> July when it will be due six months from the date of appointment.

c) *Decrease in points but still within the same grade*: No change to grade or salary, and increment date stays the same.

d) *Decrease in points leading to lower grade*: Where, however, the decrease in points means the job now falls within the point's boundary for a lower grade this outcome will be communicated by the Grading Review Panel to the line manager in the first instance. Where the current pay of the job holder is higher than the maximum point of the new lower grade,

the job holder will have their pay reduced to the maximum salary of the lower grade after receiving appropriate notice in accordance with their contract of employment.

## **7. Grading Review Appeals Process**

### **7.1 Appeals**

An appeal may be lodged only on the following specified grounds, and should be submitted in writing, clearly stating the reasons for the appeal, to the Head of Human Resources within 10 working days of receiving written confirmation of the grading outcome.

Note that disagreeing with the panel's decision is not a sufficient ground in itself.

- Incorrect or incomplete information was submitted to the panel. Supporting documents should include: A supporting statement clearly stating the specific differences from the original form, and why the original submission was incorrect or incomplete.
- Other relevant information has come to light that is likely to affect the grading decision. A statement clearly stating what the relevant information is, and how it has a material effect on the grading of the job should be included.
- The evaluation panel failed to follow its stated procedure in a way that was potentially material to the grading decision.

Possible outcomes of an appeal:

- Uphold the original decision of the Job Grading Review Panel, or
- The job is referred back to the Job Grading Review Panel for re-consideration if it considered that the process leading to the grading has been flawed, and has impacted on the grading decision reached.

**Note:** The decision of the Job Grading Appeals Panel will be final.

After the appeal process, if the decision remains the same, the role cannot normally be re-submitted for re-evaluation for a period of 2 years.

### **7.2 Job Grading Appeals Panel**

The appeal will be considered by a panel consisting of a minimum of three trained role analysts, at least one of whom must not have been a member of the original panel.

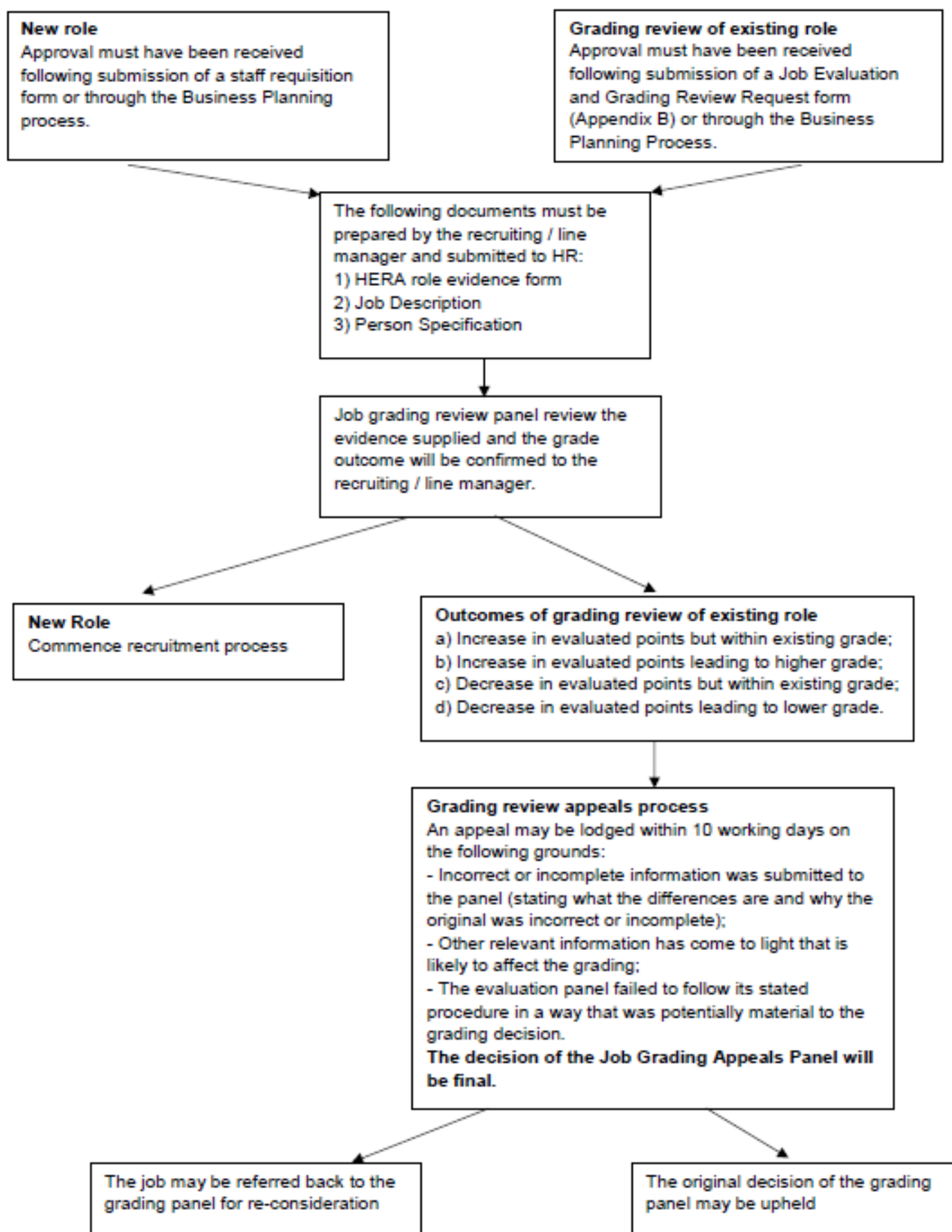
In considering the appeal, the Appeal Panel will review the written submission from the appellant, and may request further information from either the appellant, their line manager or the Grading Review Panel. The Appeal Panel may also request relevant parties to attend a hearing.

## **8. Timescales**

The panel will aim to evaluate a new or changed existing role within **ten working days** following receipt of all required documentation, subject to any clarification or requirement for additional evidence.

## Job Evaluation and Grading Review Procedure

## Appendix A



**Job Evaluation and Grading Review Request****Appendix B**

This form should be completed by the postholder's line manager to request a grading review. **Please note that the role holder should generally have been in post for at least 12 months prior to submission of a grading review application.**

*Before completing please refer to the Job Evaluation and Grading Review Policy.*

<b>Role Holder Details</b>	
Role Holder Name:	
Job Title:	
Department / School:	
Current Grade:	

<b>Line Manager Details</b>	
Name:	
Job Title:	

**Departmental Head / Head of School Comments**

<p>(a) Explain why you are requesting a re-evaluation of the grading of this job.</p> <p>(b) How and why have the requirements/demands of this job changed significantly?</p>
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Is the changed job similar to any other jobs within the department or elsewhere in College? If so please provide details.

If necessary, please provide any other information you feel is relevant to support the grading review case: (this should not relate to the performance of the role holder)

Requested implementation date: \_\_\_\_\_

Line Manager: \_\_\_\_\_

Date: \_\_\_\_\_

### **Return Details**

Please return the completed form to Head of Human Resources together with the following documents:

1. **Job description and person specification:** this should be an annotated version of the original job description showing clearly the proposed changes to the job.
2. **HERA Role Evidence questionnaire:** this must be completed by the current role holder and verified by the line manager.
3. **Organisation chart:** showing the location of the job under review.