

JOB EVALUATION

NEW AND CHANGED JOB POLICY AND PROCEDURE **(AGENDA FOR CHANGE TERMS AND CONDITIONS)**

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Governance or Assurance Committee	Staff Governance Committee
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CONSULTATION AND DISTRIBUTION RECORD

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Consultation Process / Stakeholders:	Joint Policy Forum Members
Distribution:	HR Website and NHS Lanarkshire's public website

CHANGE RECORD

Date	Author	Change	Version No.
11/9/2013	A Young	Revised Policy	2
29/6/2016	A Young	Review date revised and stakeholders updated	3
20/3/2019	A Young	Revised Policy	4
20/3/2019	A Young	General Data Protection Regulations statement added into section 3 and updated name of Data Protection Act	4
01/10/2019	A Young	Review date & distribution list updated	4
06/02/2023	A Young	Review date and distribution list updated	5
06/08/2024	A Young	Clarification of exploratory meeting, timelines built in, more responsibility given to managers.	6
04/03/2025	A Young	Re-banding Review timescale amended in line with National Policy.	7
10/6/2026	A Young	Policy updated to include new and minor modifications to jobs as well as significantly changed jobs. In addition, as per STAC Guidelines sign off process updated to Line Manager.	8

1. INTRODUCTION

NHS Lanarkshire is committed to providing a Job Evaluation Scheme which is fair, non-discriminatory and in line with the NHS Job Evaluation Handbook and supporting STAC Guidance. This policy is designed to clarify the rights and responsibilities of management and staff with the support of accredited trade unions/professional organisations.

2. AIM, PURPOSE AND OUTCOMES

This policy summarises the arrangements for the evaluation of new and changed posts in NHS Lanarkshire which are subject to Agenda for Change Terms and Conditions of service. It describes how these arrangements will operate in practice and sets out the principles within which local procedures are determined. This policy will:

- Provide a framework for the review of new and changed job roles within NHS Lanarkshire.
- Provide guidance on the process for both post holders and line managers.

3. SCOPE

3.1 Who is the policy intended to benefit or affect?

The procedure applies to posts which are subject to Agenda for Change Terms and Conditions of service.

The policy applies to all directly employed staff of NHS Lanarkshire irrespective of age, sex, disability, ethnicity/race, marital or civil partnership status, sexual orientation, religion or belief, pregnancy or maternity or gender reassignment.

NHS Lanarkshire takes care to ensure your personal information is only accessible to authorised people. Our staff have a legal and contractual duty to keep personal information secure, and confidential. In order to find out more about current data protection legislation and how we process your information, please visit the Data Protection Notice on our website at www.nhslanarkshire.scot.nhs.uk or ask a member of staff for a copy of our Data Protection Notice.

3.2 Who are the Stakeholders?

NHS Lanarkshire has consulted with the stakeholders listed in section (i) to produce this policy, setting out good practice.

4. PRINCIPAL CONTENT

There are three routes to have job descriptions evaluated under the New and Changed Jobs process:

1. New role established within the organisation for evaluation to determine its Agenda for Change Band.
2. Job descriptions which require minor updates to terminology, e.g. update to systems, modernisation of language etc
3. Posts where significant changes have occurred identified by the line manager or employee

4.1 New role established in organisation

Where a new role is required the line manager can access 3 options to create the job description outlined in the New Role Process Flow Chart below.

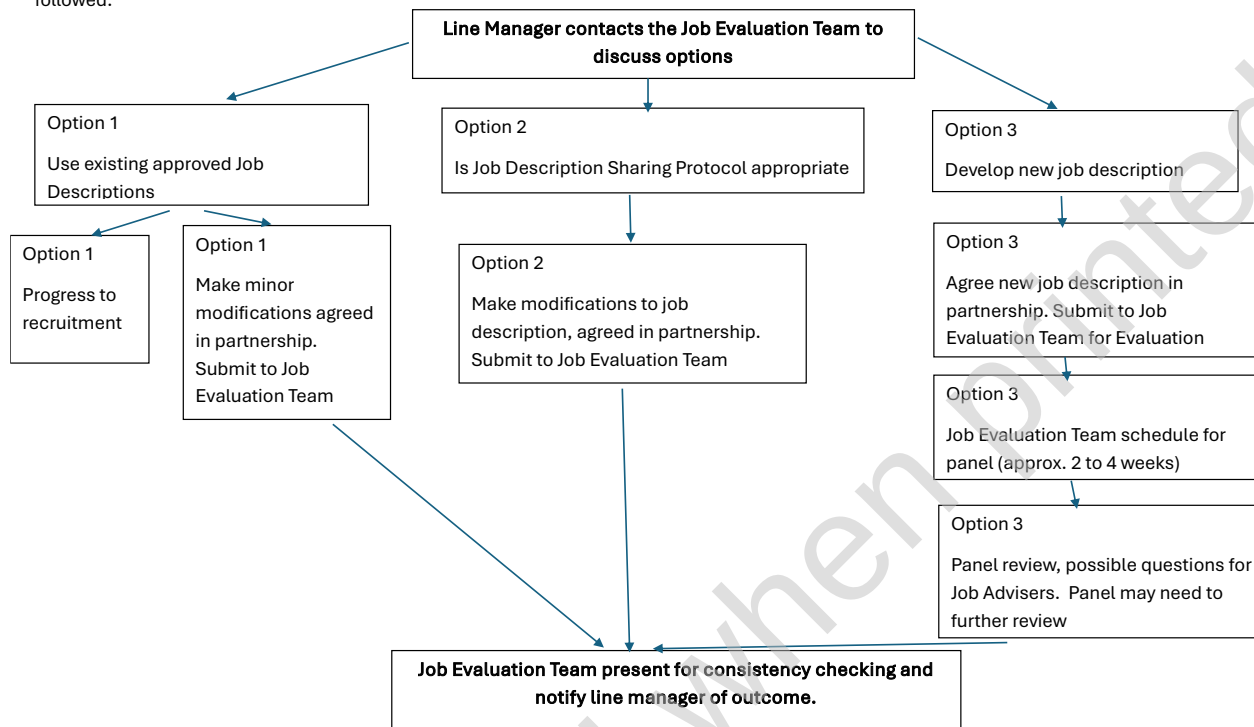
All new job descriptions must be agreed in partnership by an accredited trade union representatives trained in the NHS Scotland Job Evaluation Scheme prior to being submitted for evaluation. If you require further information on seeking partnership support, you can contact the Job Evaluation Team or the Employee Director.

Only evaluated and approved job descriptions will be used for recruitment within NHS Lanarkshire.

NEW ROLE PROCESS

This procedure should be used where a new job description to the service is required and there is no post holder in post.

New jobs will need to be evaluated in order that a pay band can be determined for recruitment purposes. The process below outlines the steps to be followed.

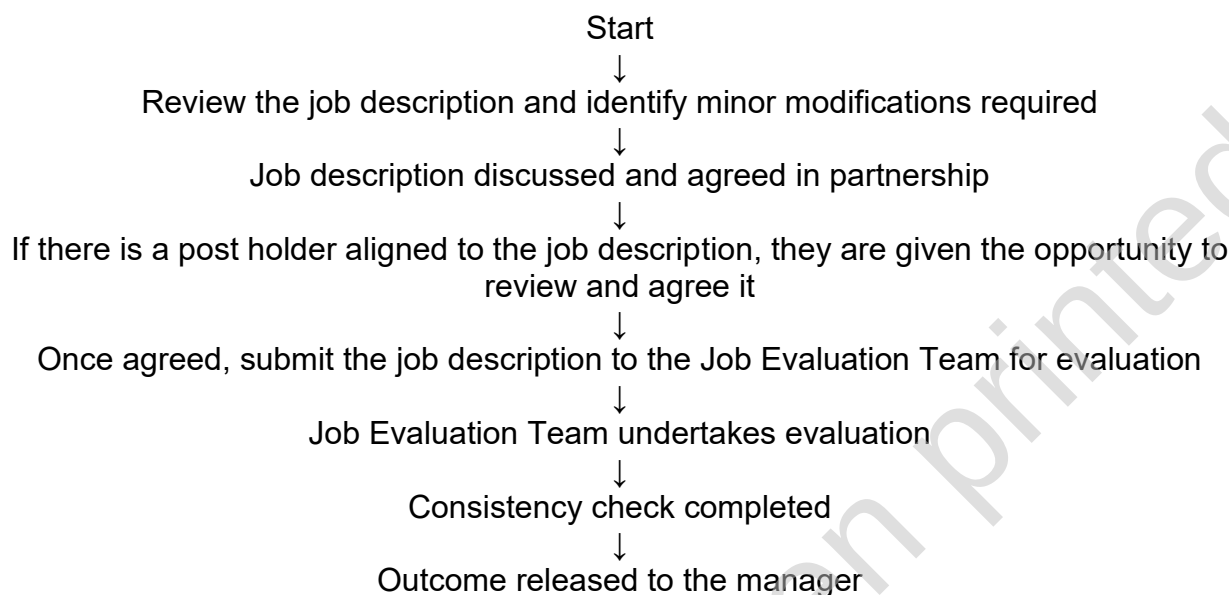


4.2 - Job descriptions which require minor updates

Where a job description requires minor modifications such as an update to terminology, systems etc the line manager should follow the process outlined below.

All job descriptions which require minor modifications must be agreed in partnership by an accredited trade union representatives trained in the NHS Scotland Job Evaluation Scheme prior to being submitted for evaluation. If you require further information on seeking partnership support, you can contact the Job Evaluation Team or the Employee Director.

Job Description Process Minor Modifications Required



The NHS Lanarkshire Job Description template and guidance notes required for developing new job descriptions and updating current job description are outlined in Appendix II.

4.3 Posts where significant changes have occurred identified by manager or employee

It is possible that the situation may arise where the existing postholder and/or line manager believe that the duties of a post have changed significantly since the post was originally banded. In these circumstances the postholder (supported by an accredited Trade Union or Professional Organisation Representative if appropriate) and their line manager must agree the significant changes to the job description and the date these changes occurred using the "Changed Job Form."

This request must be agreed and signed by both the postholder and their line manager. If agreement cannot be reached at this stage regarding the changes to the job description or the date these changes took place, the line manager should contact a member of the Job Evaluation Team who will arrange a discussion with partnership representation. The aim of this discussion is to provide guidance and advice to line managers and staff who are having difficulty in agreeing the changes ensuring the guidance and advice is in line with the principles of the NHS Job Evaluation Scheme.

If agreement can still not be reached through this process, the Job Evaluation Team will escalate the concerns through the agreed escalation process.

If disputes remain these should be resolved through the “NHS Scotland Workforce Grievance Policy”.

Posts will not be considered for re-evaluation unless the changes have been agreed by:

- Postholder(s)
- Line Manager

The changed job application only applies to the postholder(s) who submitted the application.

Once the request has been completed, agreed and signed by the appropriate individuals, the following documentation should be submitted by the postholder’s line manager to the job evaluation team:

- Completed signed copy of changed job form
- Copy of the job description that the changed job request is being submitted against

A partnership matching panel consisting of two trained managers and two trained Trade Union or Professional Organisation representatives (Staff Side), neither of which should be the identified job advisors for the changed job request, will then consider the significant changes and either:

- (a) Confirm the same evaluation outcome
- (b) Confirm an evaluation outcome to a different national profile and / or band
- (c) Or, exceptionally, refer the job for a full Job Analysis Questionnaire (JAQ) Evaluation

The post will then be presented to the Quality Control Group for consistency checking. The Quality Group consists of two trained managers and two trained Trade Union or Professional Organisation representatives (Staff Side), neither of which can be the job advisor for the changed job request. The Quality Control Group can either approve the outcome or refer back to either the original panel or to a different panel to seek clarification.

Once the post is approved, the line manager will then be notified of the outcome and provided with a copy of the matched job report to disseminate to the postholder(s).

Where the postholder or line manager is dissatisfied with the decision of the matching panel, a further review may be requested using the “changed job review form” and a different matching panel will consider the request. The additional evidence must be agreed and signed by the postholder and their line manager.

4.3.1 Effective Date

The date from which any changed job request is effective from should be the date on which the significant change(s) to the role took place.

Please note that a changed job request application will not be accepted by the job evaluation team unless the effective date is agreed by all parties prior to submission.

4.4. Changed Job Review Process

Individuals and line managers have the right to seek a review of the changed job outcome providing they **submit their agreed, signed evidence within 3 months** of receipt of the evaluation outcome.

It is recommended that employees or groups of employees seek advice from their accredited Trade Union or Professional Organisation representative, if applicable, before lodging a review request.

4.4.1 Stages Changed Job Review Procedure

Stage 1 – Notification

Employee(s) should notify their line manager of their intention to seek a review following receipt of their changed job outcome.

Employee(s) must provide details in writing of additional evidence to support their review request using the 'changed Job review form'

The changed job review form must be agreed and signed by the post holder(s) and line manager

Once the changed job review has been completed, agreed and signed, the following documentation should be submitted by the postholder's line manager to the job evaluation team within 3 months:

- Completed signed copy of the changed job review

Stage 2 – Changed Job Review Exploratory meeting (optional)

This exploratory stage, if requested, will take the form of a discussion between the employee or group of employees, their line manager, Trade Union or Professional Organisation representative (if applicable) and two trained job matchers (one trade union representative and one from management).

The purpose of this discussion is to:

- clarify the evaluation outcome
- ensure a shared understanding of how the evaluation process works

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- to assist in reaching consensus on the evidence presented
 - identify in the light of the above whether or not a reasonable case may exist
 - provide guidance on the steps the employee or group of employees has to take

It should be emphasised that any review request must be based on the job as it was at the agreed date of the changed job request.

The changed job review must be agreed and signed by the:

- Postholder(s)
- Line Manager

and submitted to the Job Evaluation Team within **10 working days** of the meeting.

Stage 3 - Formal Stage

The review will be carried out by referring the request to a further Job Evaluation panel.

A maximum of one panel member from the original panel may be involved in this review panel, however, this would be in exceptional circumstances. The review panel will operate in the same way as the first as per the National Job Evaluation Handbook / Local Mechanism.

The employee(s), line manager, is responsible for verifying that the formal review evidence was an essential requirement for the post as at the agreed date.

The review panel can:

- (a) Confirm the same evaluation outcome
- (b) Confirm an evaluation outcome to a different national profile and / or band
- (c) Or, exceptionally, refer the job for a full Job Analysis Questionnaire (JAQ) evaluation

The employee or group of employees has no right of appeal beyond the review panel if their complaint is about the outcome. **The decision of the 2nd panel is final.**

4.4.2 Notification

Only when the reviewed post has gone through the Quality Control Group (QCG) will individuals / line managers be made aware of the outcome in writing. Outcome notifications and matched job reports will be issued to the line manager to enable them to cascade and discuss the outcome directly with the staff member, this ensures that the appropriate support is offered and there is a clear point of contact for individuals seeking clarification in relation to their review.

4.4.3 Withdrawal from the Changed Job Review Process

An employee or group of employees have the right to withdraw from the review process at any time prior to being informed of the band outcome. Where an employee or group of employees are informed that the outcome of their review is to proceed to a local evaluation, they can withdraw at this stage. An email should be sent to the job evaluation team confirming that the employee or group of employees wish to withdraw from the formal review process.

4.5 Grievance

If the employee or group of employees or line manager can demonstrate that any part of the job evaluation process was misapplied, they may pursue a grievance about the process, but not against the job evaluation outcome or pay banding decision. This grievance would be by use of the existing NHS Scotland Workforce Grievance Policy.

This would apply when:

- Post holder / Line Manager feel the process has not been followed correctly.
- Failure to reach agreement on the submission of evidence

5. ROLES AND RESPONSIBILITIES

Job Evaluation Team

The Job Evaluation Team are responsible for ensuring that new and changed job roles are assessed consistently, fairly and in line with NHS Scotland Job Evaluation principles.

Employees

Individuals who believe their post has significantly developed and changed should contact their line manager to advise they are going to request a re-evaluation of their job description.

If applicable, individuals should seek support from an accredited Trade Union or Professional Organisation representative.

Individuals should ensure that their submission is an accurate reflection of the significant changes to their role at the agreed date.

Line Managers

Line Managers have a responsibility to support individuals in their request.

Line Managers are accountable for ensuring that the submission is an accurate reflection of the significant changes that have occurred to the role and state the reasons when and why the changes took place.

Line Managers should consider if this changed job request should apply to other staff within the team and / or across other sites.

Line Managers should consider that when multiple postholders in a team are going through a re-evaluation, consideration should be given to vacancies in that team.

Line Managers are responsible for submitting all the required documentation as outlined in section 4.3 of the changed job process.

Line Managers are responsible for processing pay changes via the appropriate system.

The line manager is responsible for updating the job description to ensure the significant changes are reflected within 4 weeks of receiving the outcome.

Trade Union/Professional Organisation representatives

Trade Union and Professional Organisation (Staff Side) representatives have a responsibility to support individuals with their request.

6. RESOURCE IMPLICATIONS

Financial

If a changed job is successful in gaining a higher pay band, financial resources are sought from departmental budgets.

Staff

NHS Lanarkshire employees who are Agenda for Change trained matchers are required to populate the matching panels as and when required, subject to exigencies of the service.

Education / Training

NHS Lanarkshire is required to ensure that adequate numbers of employees are trained as job matchers.

7. COMMUNICATION PLAN

This policy will be available on the NHS Lanarkshire public website.

8. QUALITY IMPROVEMENT – Monitoring and Review

Audit

In order to ensure the maintenance of standards and consistency evaluation practices will be subject to audit by both Internal and External Audit.

9. EQUALITY AND DIVERSITY IMPACT ASSESSMENT

This policy meets NHS Lanarkshire's EQIA



(tick box)

10. SUMMARY OF POLICY / FAQ's

This policy summarises the arrangements for New and Changed Jobs in Lanarkshire which are subject to Agenda for Change Terms and Conditions of service. It describes how these arrangements will operate in practice and sets out the principles within which local procedures are determined.

Q.1) What are the types of scenarios that may mean I can request a re-evaluation of my job role?

- If you feel your post has significantly developed and changed.

Q.2) Do I have to submit a changed job request and changed job review request on a specific form?

- Your request should be submitted on the changed job form.
- Your review request should be submitted on the changed job review form.

Q.3) How long have I got to submit my changed job review?

- This requires to be submitted within 3 months.

Q.4) I am still unhappy with my outcome after being through the review process?

- There is no right to have a further review of the evaluation outcome if the complaint is about the outcome.
- If a member of staff can demonstrate that any part of the process has been misapplied, then they may pursue a local grievance about the process. They may not use this process against the matching or pay banding decision.

11. REFERENCES

Scottish Government (2024) [NHS Job Evaluation Handbook | NHS Employers](#)

12. APPENDICES

Appendix I NHS Lanarkshire Job Description Template and Guidance

Appendix II Changed Job Form

Appendix III Changed Job Review Form



Appendix I

NHS LANARKSHIRE JOB DESCRIPTION

1. JOB DETAILS

Job Title:

Immediate Senior Officer:

Directorate:

Job Reference:

2. JOB PURPOSE

3. DIMENSIONS

4. ORGANISATION CHART

5. ROLE OF THE DEPARTMENT

6. KEY RESULT AREAS

7. ASSIGNMENT AND REVIEW OF WORK / DECISION AND JUDGEMENTS

8. COMMUNICATIONS AND WORKING RELATIONSHIPS

9. MOST CHALLENGING PART OF THE JOB

10. SYSTEMS

11. PHYSICAL, MENTAL, EMOTIONAL EFFORT

Physical Effort

Mental Effort

Emotional Effort

12. ENVIRONMENTAL / WORKING CONDITIONS & MACHINERY AND EQUIPMENT

13. QUALIFICATIONS AND/OR EXPERIENCE SPECIFIED FOR THE POST

14. JOB DESCRIPTION AGREEMENT

A separate job description will need to be signed off by each jobholder to whom the job description applies.

Job Holder's Signature:

Date:

Line Manager Signature:

Date:



NHS LANARKSHIRE

JOB DESCRIPTION

1. JOB DETAILS

The information required in this section is straightforward and is required primarily for administration. Please complete all sections apart from the job reference and note that the job holder(s) should not be named. Job descriptions will be anonymous for grading purposes. Please do not include the anticipated AFC Pay band in the job title or elsewhere in the job description.

Organisations should apply a unique code to job descriptions to enable accurate record keeping. The HR department may devise a confidential system to link job holders with their job descriptions and accordingly will complete the jobholder reference.

Job Title:	• accurately reflects the nature of the job and the duties performed • reflects its ranking order with other jobs • free of gender or age implications • self-explanatory for recruitment purposes (in most online job searches, the job title is the main key word searched).
Immediate Senior Officer:	
Directorate:	
Job Reference:	Allocated by the Job Evaluation Team

2. JOB PURPOSE

This section should consist of 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 and should provide an insight into the job and the context within which it works.

The job purpose statement should not be a lengthy review of the operation of the

post and its problems. It should give a clear response to the question “why does the job exist?” and should seek to reflect the uniqueness of the job’s contribution.

For example, many different jobs in a finance department would fall within a job purpose statement that said “to assist in the day to day financial management of the organisation”. A more helpful statement would be one which reflected more specifically what the job has to do and by identifying the particular section in which the job operates, such as debtors or creditors.

It is often helpful to complete the remainder of the job description 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 template to clarify thoughts on the job’s overall purpose.

3. DIMENSIONS

This section should reflect the size, scope and activity of the role. For managerial and supervisory jobs, it may be useful to be more specific e.g.:

- size of capital and revenue budgets – when quoting figures, it is important to show only figures on which jobholders’ activities have some impact;
- staff numbers – show the total number of staff who report to the job, stating whether direct or through intermediate supervisors/managers. It is helpful to have a breakdown of existing grade, group and/or function for those jobs where large numbers of staff are involved;
- staff management – if this is part of the jobholder’s responsibilities, details can be added here and this information should be consistent with the content in the key result areas section below.

For clinical jobs, it may be useful to describe the patient group dealt with and the interaction with other clinical and non-clinical staff e.g.

- provides housekeeping service to three wards;
- develops care packages for specific groups of patients;
- provides specialist non-clinical advice to specific groups of staff.

4. ORGANISATION CHART

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 job holder is responsible and whether they have any other key lines of accountability, e.g. to a professional head.

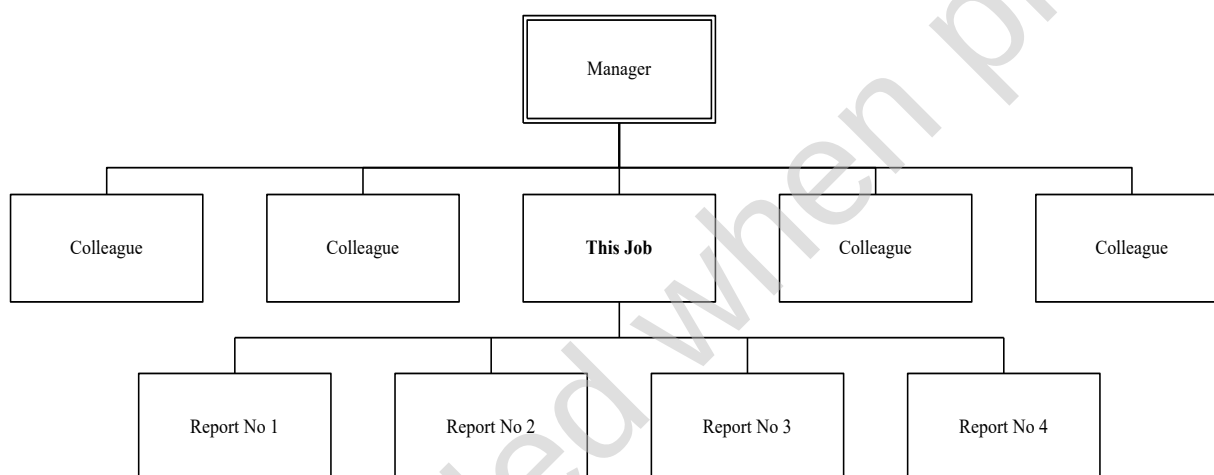
Please therefore record:

- a) the manager’s job;

- b) job titles of colleagues reporting to the same manager/peers;
- c) jobs reporting directly to the job holder.

It is usually best to draw the chart with the manager in the centre at the top, the job in question immediately below with peers on either side. Jobs which report to the job holder should then be shown below. The example below gives a useful style. The names of individual job holders should not be shown on the chart, just job titles.

Please ensure that the job title for 'this job' in the organisation chart matches the job title in the Job ID section and that other titles referred to throughout the job description also match those stated on the organisation chart.



It is often more convenient to attach a separate sheet with the structure chart, rather than having to incorporate it in the body of the job description. This is perfectly acceptable – simply enter “organisation chart attached” in this section.

If there are any unusual organisational relationships which need to be explained or emphasised, this should also be done in this section.

5. ROLE OF THE DEPARTMENT

This section should provide an explanation of what the department, division or section does, so that anyone reading the job description will understand in general terms what activities it performs and give a clear indication of where the job fits in.

6. KEY RESULT AREAS

This is one of the most important sections of the job description. There is no one

right way of completing this section for every job, but the aim should be to specify the key duties and responsibilities of the job.

Some jobs can be expressed best in terms of the key results or outputs of the job demonstrating what the responsibility is and why it is undertaken, not how. It is essential that the key results are a true reflection of the role to avoid under or over emphasising the extent/level of responsibility. For example often there can be confusion around the use of terminology relating to supervision and management of staff and it is important that this is clear in the job description e.g.

- Responsible for the day to day management of a group of staff including work allocation, performance/attendance issues, participating in recruitment, appraisal and personal development planning etc;
- Responsible for supervision of reception staff, including work allocation and checking.

It may also be useful/necessary to list some of the principal activities of the role.

You could indicate the amount of time expected to be dedicated to each task, which should be represented as a percentage, for example:

- Filing 20%
- Data entry 40%.

Descriptions of duties should be no more than two or three sentences in length and should be outcome-based, containing an action, an object and a purpose. For example: 'Compiles monthly reports to allow monitoring of the department's budget'.

- Use examples to illustrate where possible. Make sure responsibilities are relevant.
- The list of duties and responsibilities will vary in length, but as a rule, should be as short as possible and not list every individual task carried out, otherwise the document becomes an operational manual rather than a job description.
- Keep it factual and do not repeat tasks/responsibilities.
- Avoid gender specific or discriminatory language.

It is important however that, when listing tasks, that the level of involvement and role is clearly reflected.

A good example would be:

- Plans, evaluates and implements nursing care 70%
- Carries out monthly quality inspection audits to assess compliance with departmental standards (5%)

However incomplete examples would be:

- Involvement in audit and research 5% - this does not give the reader an

indication of the level and nature of audit and research activities or tasks;

- Assists in X-Ray dept when required 10% - this does not reflect the actual role and further information would be required to confirm this;
- Will support the Lead Nurse to promote a culture of continuous development, improvement methodology, performance and quality improvement – this does not explain what the postholder does to provide support, the tasks or activities carried out.

Where it is a clear job requirement to periodically take charge of a work section, ward or department, the details of that requirement should be described, including the duration and frequency.

7. ASSIGNMENT AND REVIEW OF WORK / DECISION AND JUDGEMENTS

This section should contain an explanation of where work comes from/goes to, especially those items that are self-generated by the jobholder.

Most jobs operate within procedures, plans, budgets, projects, etc. Within professionals and managerial jobs, there is a strong emphasis on being able to anticipate problems or needs and to take steps to resolve them without being asked.

There should also be a clear indication of how the jobholder is supervised and/or their work reviewed, e.g. personal contact, formal meetings, written reports, etc. There should be a clear indication of how the control works.

Most jobs operate within defined procedures, plans, budgets, programmes, etc. In some jobs the day to day work is very clearly assigned by a manager or supervisor, whereas in other cases, particularly in professional and managerial jobs, the jobholder is expected to anticipate problems or needs and get on with resolving them without being asked, e.g. developing managerial policies and procedures, patient diagnosis or planning care. However, even many task-focused jobs will still have some degree of discretion. For example this may simply be the order in which tasks are carried out.

In this section please describe:

- The areas of discretion, areas where post holder is expected to anticipate or resolve problems independently;
- Typical judgements made in the course of the job.

Where it is a clear job requirement to periodically take charge of a work section, ward or department, the details of that requirement should be described, including the duration and frequency.

8. COMMUNICATIONS AND WORKING RELATIONSHIPS

This section should be used to describe:

- Who the job holder communicates with;
- What the communication is about (for example, is it about clinical conditions, is it about appointments, is it about budgets? is it about service change?);
- Any difficulties encountered in communication (either because of the subject matter or because of factors associated with the people who the job holder is communicating with).
- Avoid making a list of main internal and external contacts.
- The content should enable the reader to understand the complexity of the communication.

This section may be split by internal and external communications with a description following the advice above.

9. MOST CHALLENGING PART OF THE JOB

This section is intended to give a 'feel' for the job's most challenging or difficult aspects of the job. The purpose of the question is to elicit information about the issues that confront the jobholder and tax his or her skills the most. There should not normally be more than one or two of these.

For some jobs it may seem that there are no difficult aspects, and if that is the view of the jobholder, it will be sufficient to say "not relevant" in this section. However, it should be borne in mind that degrees of difficulty or complexity are relative to the nature of the job, and most will have some tasks, duties or responsibilities which are felt to be more complex/difficult/challenging than the rest, and it is helpful to be aware of what these are. This may include times when the job has reduced access to supervision or support such as when assigned to take charge of the department, or during standby or on-call duty.

10. SYSTEMS

This section should describe any systems that the post works with or contributes to, for example in relation to information management. This may range from keeping simple manual records to working with complex computer databases. The nature of the job's role in relation to the system should be described (e.g. security, processing and generating information; inputting information on behalf of others; creation, updating and maintenance of information databases or systems) and the degree to which it is shared with others.

Examples might include:

- completion of timesheets and forwarding them to the salaries department;
- maintaining patient records;
- formatting and populating databases.

11. PHYSICAL, MENTAL, EMOTIONAL EFFORT

This section should be used to describe the nature and frequency of:

- The physical skills needed for the job (e.g. requirements for speed and accuracy, keyboard and driving skills, manual handling skills); it is important for the description to be sufficient to understand the degree of intricacy required for manual handling skills;
- The physical effort needed for the job (e.g. moving equipment, manipulating patients, working in cramped or restricted position); include reference to the type of equipment including an indication of weight where this may not be obvious to the reader and give an indication of typical frequency;
- The mental demands of the job (e.g. concentration needed, extent to which workload is predictable, frequency of interruptions and what causes these – include an example for illustration);
- The emotional demands of the job (e.g. dealing with bereaved relatives, conveying unwelcome news to staff or patients. Include the frequency of exposure and a description of the circumstances when using examples)

12. ENVIRONMENTAL / WORKING CONDITIONS & MACHINERY AND EQUIPMENT

Environmental and working conditions of the job (e.g. exposure to body fluids, inclement weather, exposure to verbal/physical aggression. Include the frequency when using examples).

This section should describe the main machinery and/or equipment used in the job, or to which the job otherwise relates e.g. for maintenance. This could range from sophisticated medical equipment, to computers, to domestic cleaning machinery. It includes all clinical equipment such as syringes and blood pressure monitors. A brief description should be given of the use of the equipment in the job, even if it appears obvious to the job holder.

13. QUALIFICATIONS AND/OR EXPERIENCE SPECIFIED FOR THE POST

This section is intended to identify the knowledge, training, qualifications and/or experience required to carry out the duties of the job satisfactorily.

It should not take into account any additional qualifications or experience the

current/previous jobholder may have/had. The stated level of knowledge should be that which is currently required and **not what the existing/previous post holder has/had**. It should identify the essential requirements, **not the desirable ones**. *Please read the notes on the use of Person Specifications at the end of this section.*

This section should include theoretical and practical knowledge; professional; specialist or technical knowledge; and knowledge of the policies, practices and procedures associated with the job. (The latter is particularly important where limited or no formal qualifications are required when recruiting).

It takes account of the educational level normally expected as well as equivalent levels of knowledge gained without undertaking formal courses of study; and the practical experience required to fulfil the job responsibilities satisfactorily.

Generalised statements such as “requires extensive experience” should be avoided.

If experience is essential, this section should state:

- The level of experience;
- How specialised the experience needs to be.
- The types of knowledge gained through experience

Top tips to remember

- do not ask for years of experience
- specifying years of experience or service is time-based so potentially indirectly age discriminatory

Asking for many years of experience may fall foul of both age discrimination and gender discrimination law, as it could prevent younger people and women from applying for certain jobs. Instead of specifying years of experience or service, employers should specify the type, breadth or level of experience needed for the particular job and the skills and competencies required.

Person Specifications

The Job Evaluation Handbook section on assessing the knowledge, training and experience required for a post includes the following guidance:

The person specification may understate the knowledge actually needed to carry out the job because it is set at a recruitment level on the expectation that the rest of the required knowledge will be acquired in-house through on the job training and experience, for example:

- Clerical posts for which the recruitment level of knowledge is a number of GCSEs, whereas the actual knowledge required includes a range of clerical and administrative procedures.

- Managerial posts for which the recruitment level of knowledge is a number of GCSEs plus a specified period of health service experience, when the actual knowledge required includes the range of administrative procedures used by the team managed plus supervisory/managerial knowledge or experience.
- Healthcare jobs where a form of specialist knowledge is stated on the person specification as desirable, rather than essential, because the organisation is willing to provide training in the particular specialist field.

Where a competency profile or person specification has been devised for the job, this may be attached to the job description. **However, the job description should clearly state what knowledge, training and experience is required to perform the role satisfactorily as this will be the primary source of information used when grading the post.**

14. JOB DESCRIPTION AGREEMENT

A separate job description will need to be signed off by each jobholder to whom the job description applies.

Job Holder's Signature:

Date:

Line Manager Signature:

Date:

Appendix II

JOB EVALUATION - CHANGED JOB REQUEST

Please complete all relevant fields and only the sections where there are significant changes to the role.

1. Job Details

Job title:

Immediate senior officer:

Directorate:

Job reference:

(to be completed by the Job Evaluation Team)

Current band:

Effective agreed date of change

___ / ___ / ___

Date initial request discussed

___ / ___ / ___

2. Post Holder Details

Name

Pay number

Trade Union / Professional Organisation Representative (if applicable)

Name:

Union / Professional Organisation:

3. Sections to Complete (only where significantly changed)

Reasons for Change to Existing Job Description (to be completed by the Line manager)

Job purpose

Dimensions

Organisation Chart

Role of department

Key Result Areas

Assignment and review of work / decisions and judgements

Communications and working relationships

Most challenging part of the job

--

Systems

Physical, mental and emotional effort
--

Environmental / working conditions and machinery / equipment

Qualifications and/or experience specified for the post
--

4. Line Manager Declaration

I confirm that:

- The policy has been read and understood.
- All mandatory fields are completed accurately.
- The original job description is attached.
- The changes reflect the role being undertaken.
- I have considered whether this request applies to other staff in the team or across other sites.

Line Manager Name:	
Line Manager Signature:	
Line Manager Job Title:	

5. Agreement and Sign-off

Post Holder Signature:

Print Name:

Date: ____/____/____

Line Manager Signature:

Print Name:

Date: ____/____/____

Please submit the completed signed proforma to Alison Young at Alison.Young3@lanarkshire.scot.nhs.uk. A copy should be retained by the post holder and line manager.

NB: Please attach the current job description before submitting to the Job Evaluation Team. Incomplete proformas will not be retained by the Job Evaluation Team.

Incomplete proformas will not be retained by the Job Evaluation Team.

Appendix III

CHANGED JOB REVIEW REQUEST

Please only complete the information you want to be considered under review by using the appropriate factors to indicate your reason for this review request:

Full Name(s) (Please Print):	
Job Title:	
Staff Pay Number(s):	
Base:	
Name of Line Manager (Please Print):	

Provide details in writing of the reason for the Review Request:

Factor	Relevant job information
1. Communications and Relationship Skills	
2. Knowledge, Training & Experience	
3. Analytical & Judgemental Skills	
4. Planning & Organisational	

Skills	
5. Physical Skills	
6. Responsibility for Patient Care	
7. Responsibility for Policy/Service Development	
8. Responsibility for Financial & Physical Resources	
9. Responsibility for Human Resources	
10. Responsibility for Information Resources	
11. Responsibility for Research & Development	
12. Freedom to Act	
13. Physical Effort	

14. Mental Effort	
15. Emotional Effort	
16. Working Conditions	

Please complete the box below:

Post Holder(s) Signature:	
Post Holder(s) Name (Please Print):	
Date:	
Line Manager's Signature:	
Line Manager's Name (Please Print)	
Date:	

Please return the completed agreed and signed submission form to Alison Young, Job Evaluation at Alison.Young3@lanarkshire.scot.nhs.uk