

Outline of our approach to Job Evaluation

Job Evaluation provides a structured and objective basis for assessing the relative size of individual roles within your organisation. The process of assigning a score to roles, in order to reflect the demand of the roles, can be an extremely beneficial exercise. Not only is it the start of a fair and consistent pay and grading structure, but can also serve as a strong defence against equal pay issues.

We have a range of approaches that we can offer from computerised job evaluation using our own scheme to development of a bespoke job evaluation scheme if this is more appropriate for your particular needs. Our computerised scheme is a web-based solution for job evaluation that has been developed through our experience of over 1,000 successful job evaluation projects carried out by our Consultants with a wide spectrum of organisations in both the public and private sectors. Whilst we believe that there are common elements in the evaluation of jobs whatever type of organisation you work in, e.g. knowledge requirements, we also believe that there is no one size fits all solution to job evaluation. As such, our consultants work with you to ensure we offer a job evaluation scheme that is appropriate to the needs of your business.

One common criticism levelled against job evaluation is that it is a bureaucratic process. Our system is designed to streamline the processes and limit the amount of time that people spend evaluating a role, for instance, utilising our computerised system removes the need for evaluation panels, which can consume considerable amounts of valuable management time.

A typical job evaluation exercise would include the following:

1. Scoping the requirements of the Job Evaluation project

We meet with the key stakeholders within the organisation to:

- Develop our understanding of the culture, aims, objectives and structure of the organisation.
- Explore and develop our understanding of the issues that your business is facing. For instance, how grading and/or pay is managed and what the requirements are for the future.
- Understand what the key drivers of business performance are.
- Define the range of roles to be evaluated.

2. Benchmarking

The first step in a job evaluation project is to identify a representative cross-section of roles within the organisation that can be used to tailor and test the job evaluation scheme to ensure that the results that it produces are appropriate for the organisation. Our consultants work with you to ensure that this benchmark sample is appropriate and fit for purpose, for instance that the roles chosen satisfy certain criteria for selection.

3. Job Analysis

This provides the information about the jobs that is essential for job evaluation. Typically, it supplements information that organisations may already capture in job descriptions or role profiles.

The principal mechanisms that we use are a questionnaire that is designed for the purpose and interviews with job holders conducted by trained Job Analysts. The Analysts are generally members of our client's staff whom we have trained in the required techniques. However, if required, our Consultants can carry out this activity for you.

4. Evaluating your roles

Once the necessary job information has been obtained, the next step is to apply the job evaluation scheme to assess the relative size of the roles. We will train nominated members of your staff in the application of the job evaluation scheme, whether this is our computerised system or a bespoke system that we have developed with you.

Our Consultants provide the training and will coach/support your staff through the initial evaluations as required.

5. Grading and Pay Structure

Job evaluation provides an objective, fair and equitable platform on which you can build grade and pay structures that are appropriate for your organisation.

We work with you using the outputs from the job evaluation scheme coupled with current salary data drawn from your HR and/or payroll systems to develop options for grade and pay structures that are appropriate for your organisation. A significant aspect of this work includes our ability to model the potential costs of the various options in order that you can take key business decisions on a well informed basis.

6. Communication

This is one of the key elements of any job evaluation project and one that is often underestimated in terms of its importance. Our consultants have a wealth of practical experience in delivering job evaluation projects and we utilise this to advise our clients on the nature of communications and the key messages that need to be delivered. If required we can advise on and review the content of communication materials.