

Job Evaluation

Support from EVH



supporting
social
employers



Need help in
setting fair levels
of reward?

The new version of the EVH Grading guidelines was introduced in April 2005 for Full Members. Subsequent to the introduction EVH conducted over 1800 individual job assessments. This covered jobs in just about all of our Full members. This protracted series of visits set out a consistent approach to “grading” a job, and in every case we left members with a full report showing how we had arrived at the suggested grade for each job.

With that in mind we expect that Full member organisations will now no longer require any EVH assistance in aligning jobs to grades, with the exception of senior management posts (our Guidelines encourage Governing Bodies to routinely seek our assistance in assessing posts at Grades 9 and 10).

The focus of our support in this area of work now shifts to Associate members and others who may wish us to look at their salary bandings and help bring better clarity to where the jobs may lie within these. This can be an awkward task as salaries may be based on, or attached to historical bargaining systems that no longer exist, or to local arrangements that have become a bit out of date.

Our significant experience in working for members and for a range of businesses outside the sector position us well to offer to provide such support to Associates and others at reasonable costs and in a pragmatic style. Free assistance is available as a one-off to Associate members only.

What is Job Evaluation?

Put at it's simplest it is a way of rating positions within an organisation and arriving at a system to rank these against each other—or against a central system to arrive at the correct territory each job is to occupy within any salary scale or set of grades. There are literally 1000's of approaches to job evaluation – but these generally fall under one of four main approaches: (schemes often contain components from more than one of the main models)

-) Ranking
-) Classification
-) Factor Comparison
-) Pointing



Ranking

Easy to administer, with jobs being compared to each other based on the overall worth of a post to the organisation. Establishing the “worth” is usually based on judgements of skill, effort, responsibility (supervisory and financial) and in some industries, working conditions are also taken account of. It works best in organisations with dozens rather than hundreds of staff.

Classification

Here jobs are classified into an existing grade/category hierarchy. Each grade has an associated job description and post titles and each actual post is assigned to the closest match. The classification of the post is decided by comparing the whole job with the appropriate job grading standard. Such standards do not attempt to describe every work assignment of each position in the occupation described – but focus on the key characteristics which are significant for distinguishing different levels of work. These are defined in such a way as to help give a basis for assigning the correct grade level to all positions within the occupational group. This type of approach is the EVH system, where a set of defined grades exist and posts are examined and matched to a grade.

Factor Comparison

This involves using a set of compensable factors to determine the worth (and thus the pay) of jobs. Most often the number of factors used is small – 4 or 5 seems the norm, for example:

-) Skill
-) Responsibilities
-) Effort
-) Working Conditions

Once the factors are agreed a number of benchmark jobs are identified and are “priced” for each factor to arrive at an overall hourly – or annual rate. Following this all other jobs in the organisation are then compared to the benchmark posts and rates of pay for each factor are set above or below the nearest benchmark. Thus every job is priced and a salary scale identified. This can be a very complicated, paper driven exercise to run and may be open to lengthy ongoing disputes over differences in pricing.

Pointing

This is an extension of the factor method where the same basic four factors are then subdivided further. For example the factor of **Skill** might end up having a number of components, such as

-) Experience
-) Education
-) Ability

And so on. In such a model, each factor used is divided into levels or degrees and points (not money) are awarded to each. The points for each factor are totalled and thus each job ends up with an overall points score. All jobs are then grouped by total points score and assigned to a salary scale so that jobs of much the same worth are paid similarly i.e. *Jobs scoring 30 – 40 points = Grade 1, Jobs scoring 41 – 50 = Grade 2 ...* and so on.

This model is again paper heavy and the sub classification of the various Factors into sub components rarely adds to clarity.

Help from EVH

The best way of evaluating jobs is to have significant reference to what other similar types of jobs being paid elsewhere—either within the organisation concerned—or within a defined sector. It is also a very good idea to do the whole thing quickly. As results will rarely be earth shattering, a speedy, pragmatic process allows everyone to get on with their lives.

is the style of EVH approach.

How does it work?

For each job you want looked at, we will ask the post holder to complete one of our Job Outline forms. We will then assess this—attend on site and discuss the content with the post holder—make further analysis of company or industry sector salaries. We will provide a Report within a week of coming on site and this **will** include a suggestion on salary for each post we study. Job Outline Forms and associated Guidance Notes are available from the Download Zone of the EVH website.

But please contact us first and in particular please don't have staff complete the paperwork prior to our agreeing to do the evaluation work.

FAQ's

Is the “free” service still available to Full Members?

No this is no longer available.

Does this mean the full on-site service is no longer available to Full Members?

More or less, though we still support Governing Bodies in assessing senior posts at Grades 9 and 10 (charge applies).

We are not Full Members but if you do work on our jobs, will we then have to move to Full member status?

No—our Report will be specific to your organisation's salary system and/or industry sector rates within the type of business you operate. Associate members get this support free - as a one off. If any future evaluations are sought then the fees below will apply in full.

Further details and costs

The above style of support has a simple pricing structure, this being £1,450 for up to 8 posts, £1,200 for up to 6 posts, £950 for up to 4 posts and £500 for up to 2 posts, all plus VAT. If you wish us to present our Report in person to the Governing Body then an additional fee of £150 will be applied.

Contact the EVH office if you would like to discuss this further.