

NHS WALES JOB EVALUATION - GOOD PRACTICE GUIDE

An introduction to Job Evaluation and Writing Job Descriptions

Job evaluation is systematic; consistent; a good basis for a fair pay system; and a way of establishing a hierarchy of jobs on which to base a pay structure.

Designed and implemented in Partnership across the NHS in the UK, the [NHS Job Evaluation Scheme](#) is comprised of 16 factors organised into 3 “families”.

Knowledge & Skills	Responsibilities	Effort & environment
1. Communication and Relationship Skills	6. Patient/Client Care	13. Physical Effort
2. Knowledge, Training and Experience	7. Policy/Service Development/Implementation	14. Mental Effort
3. Analytical and Judgemental Skills	8. Financial and Physical Resources	15. Emotional Effort
4. Planning and Organisational Skills	9. Human Resources	16. Working Conditions
5. Physical Skills	10. Information Resources	
	11. Research and Development	
	12. Freedom to Act	

Factors explained: the key elements of each job, known as 'factors', are identified, and broken down into components. They are also weighted (this is related to the number of points awarded).

Each factor is assessed separately, and points are allocated according to the level needed for the job. The more demanding the job, the higher the points value.

More information on this can be found in the [Job Evaluation Scheme Handbook](#)

Pay Bands explained: There are 9 pay bands (grades) in the Scheme. (Please note that Band 1 is not used and there are 4 grades across Band 8: 8A, 8B, 8C & 8D.)

How are jobs graded? There are two methods of grading jobs:

- (1) Job Matching to a National Profile
- (2) Local Evaluation using a Job Analysis Questionnaire (JAQ)

[Job Matching Guide](#)

[Local Evaluation Guide](#)

What are national profiles? Profiles work on the premise that there are posts in the NHS which are fairly standard, and which have many common features. They represent typical NHS jobs and are used to match jobs and establish a pay band.

Further info: [What-is-a-job-profile \(nhsemployers.org\)](https://www.nhsemployers.org/what-is-a-job-profile) & [National job profiles | NHS Employers](https://www.nhs.uk/employment-and-workforce/working-for-nhs/national-job-profiles/)

Approval Status: All banding outcomes are checked for consistency before being finalised and notified to the employee(s).

Can a banding outcome be reviewed? Yes. A review of the outcome can be initiated where an individual or group of staff remain unhappy with the results of matching/local evaluation. Employees can request a review up to 3 months after being notified of the banding outcome.

New Jobs, Changed Jobs, Rebanding Requests and Reviews

New Jobs: a new role is created and there is no postholder in place. Matched or evaluated initially, then checked after a bedding-in period (usually after some months, typically 3 -12 months).

Changed Jobs: jobs going out for advert that have previously been job matched. The changes may not have an impact on the banding, but these should be reviewed by your job evaluation team. Any substantial changes will mean the job will have to go through the job matching process to check the pay band.

Rebanding requests: these are usually initiated when an employee or group of employees feel their role has changed. It is used to describe a situation where an individual's or a group of employees' roles has substantially changed requiring the existing job description to be adapted (in agreement with the postholder and manager). If the changes are significant i.e., likely to impact on the pay band, the job is matched again using the revised job description.

Review: postholders can request a review up to 3 months after the original banding decision has been notified to them. Postholders must provide details in writing of where they disagree with the outcome in agreement with the manager. This additional information reviewed against the original job match.

Writing a Job Description

A NHS Wales job description (JD) template has been developed in order to provide consistency across NHS organisations in Wales.

The purpose of this is to assist with:

- Creating All Wales JDs
- Sharing Approved JDs across organisations
- Welsh Translation
- Overcoming attraction and recruitment challenges

Before you start writing the JD think about ...

How a job is designed can have a significant impact on the health, wellbeing and retention of the job holder and the wider team. Thinking about these at the development stage will help reduce the key factors that may impact negatively on individual performance, organisational effectiveness and ultimately patient outcomes and quality of care

[Health, Wellbeing and Retention](#)

What is the job title, and does it reflect the nature of the role?

Do not use words and phrases taken straight from the job evaluation handbook or national profiles. This will result in the matching panel potentially rejecting the job description or asking for it to be rewritten to clarify what this means in terms of the postholder's role and responsibilities.

Where possible, keep the document to a maximum of 4 pages.
Remember you don't need three or four sentences which essentially say the same thing.
A longer JD will not result in a higher pay band.

A second technical document has been developed for job evaluation purposes. This additional document is to capture the effort and environmental information we need for job evaluation and an organisation chart which is helpful to understand the structure. The technical document will not form part of the final JD and won't be included in the job advert but will be uploaded to CAJE (the job evaluation computer system) for reference. Whilst the technical document won't be used in recruitment, please ensure you keep them together for future use.

Use straightforward, plain phrases and sentences, avoid abbreviations, and always explain what you mean by your terminology.

For example, rather than using -
Communicate effectively with patients, negotiate care using tact and persuasive skills, and overcome any barriers to understanding.

Try using -
Talk to patients and their families about what might be very complicated and sensitive information. You may be talking to patients with additional needs or learning disabilities

or patients who don't want to hear about their diagnosis which makes communication very hard.

Descriptions of duties should be outcome-based, containing an **action**, an **object**, and a **purpose**. For example: 'Compiles (**action**) monthly reports (**object**) to allow monitoring of the department's budget (**purpose**)'. Use examples to illustrate where possible and make sure responsibilities are relevant.

Avoiding using 'The Post Holder

and then listing duties

The JE handbook is very clear about not writing JDs using the factor headings. However, you may find some of these heading useful or you can use your own. You can either leave them in the JD or take them out after. Remember, you don't have to put something under every heading if the post does not require it.

- Planning and Design
- Improvement and Monitoring
- Communications
- Clinical duties and/or responsibilities
- Non-Clinical duties and/or responsibilities (that don't fall under the other headings)
- Finance and Budget
- Role and responsibilities for Management, Leadership and/or Training
- Digital and Information

Without realising it, we all use language that is subtly gender coded. Society has certain expectations of what men and women are like, and how they differ, and this seeps into the language we use.

This site is a quick way to check whether your JD has the kind of subtle linguistic gender-coding that may have a discouraging effect.

[Gender Decoder: find subtle bias in job ads \(katmatfield.com\)](http://katmatfield.com)

When considering the person specification - keep it short, remember it is used for recruitment, so it needs to be realistic for the person applying to be able to provide evidence to demonstrate how they meet the criteria. Ensure that that knowledge, experience and skills required are relevant to the role.

There is also a list of words and phrases which are potentially discriminatory, and therefore should not be used. These can be found here –

[Discriminatory Words and Phrases](#)

Questions for you to think about to help you write the Job Description and Person Specification

Please note that you do not need to respond to all these questions in the JD, they are prompts to help you formulate the content.

Knowledge and skills (Person Specification)	<ul style="list-style-type: none"> • What relevant qualifications are required for the job? • If equivalent experience can be used what is that equivalent experience? e.g., For a Band 5 role admin role, instead of saying “Educated to Degree level or equivalent” you might say “Educated to degree level in a relevant subject e.g., Business Management, Finance, or equivalent level of relevant knowledge or experience eg • Understands the key business functions of a large organisation • Understands the of types of workforce efficiency opportunities e.g. reliance on agency usage, premium rate control, staff banks. • Knows how to manage small-scale, discreet projects; • Understands how to analyse, evaluate, and report on information; • Knows how to apply critical thinking to problem-solve etc
Communications	<ul style="list-style-type: none"> • Identify who the postholder needs to communicate with, establish /maintain relationships with and what types of information they are required to communicate. • Do they need to deliver presentations or train others? • What type of media are they required to communicate with? • Will they need skills to exert influence over others, getting them to accept a proposal or point of view? • What skills do they have to relate to people inside and outside the organisation, provide advice and guidance, dealing with problems affecting people and exerting influence on important matters? The skills may be used in negotiations and joint problem solving on relatively straightforward issues.
Scope & Supervision/Guidance & Autonomy	<ul style="list-style-type: none"> • How much is the role guided by guidelines, procedures, or precedents and what kinds of activities will require the postholder to make choices? • How regularly is supervision provided and on what aspects of the role? When is guidance needed from the postholder’s manager? • Are there examples of the actions, advice, and decisions the postholder is free to make without needing guidance or approval from anyone else – what is their autonomy? • Consider whether they are the lead or expert in their field
Complexity	<ul style="list-style-type: none"> • Is there some diversity in the work, which involves a number of non-routine elements and the exercise of a

	<p>variety of skills although they are quite closely related to one another?</p> <ul style="list-style-type: none"> • Is the work quite diverse, consisting of a number of different elements which are only broadly related to one another? • Is the work highly diverse, involving many different elements which may not be closely related to one another and the exercise of a wide variety of skills? • Will the post be multi-disciplinary and involve making a broad range of highly diverse decisions? • What type of decisions the postholder may be required to make?
Finance and Budget	<ul style="list-style-type: none"> • Will the postholder be an authorised signatory? • What will the typical spend, purchasing or budget be described as (a monthly value or annually to account for seasonal variation)? • Will they manage a budget or have responsibility for a range of facilities or equipment? • What area does the budget cover (team, department, directorate, whole organisation)? • Will they lead a major function or range of activities and manage a commensurately sized budget? • Do they have any other responsibility for planning, allocating or spending budget, equipment used by the postholder or others, premises, or income generations/cost savings? • What about monitoring a budget?
Planning and Design	<ul style="list-style-type: none"> • Will they plan mostly their own work? • Will there be a need to plan for own work and other people? • Does the role include planning meetings, events, activities and co-ordinating with others, or project planning, organising training/education or similar? • Are they planning short, medium, or long term and at what level of the organisation (team, department, directorate, whole organisation)?
Improvement and Monitoring	<ul style="list-style-type: none"> • Will the role involve monitoring or improvement activities? • What type of activities will be carried out? • How much time is typically spent on these activities? • Will this role be developing policies or contributing to them? • Will the role involve interpreting and implementing local and / or national policy? • Will they be required to undertake formal R&D or audits?
Physical Skills	<ul style="list-style-type: none"> • Identify the tasks the postholder will be required to perform, such as manoeuvring and lifting equipment,

	keyboard or driving skills, administering intravenous injections, performing surgical interventions.
Clinical (duties and/or leadership)	<ul style="list-style-type: none"> Identify whether they will be required to provide care, treatment, advice or therapy to patients or clients and what are the skills/duties and decision-making requirements etc. Also include technical services requirements e.g., laboratory services.
Management, Leadership and Training	<ul style="list-style-type: none"> Will they – supervise, lead a team, manage a department? Does the role include designing and / or delivering and training and if so, how much and to whom?
Digital and Information	<ul style="list-style-type: none"> Identify whether postholder is responsible for maintaining, adapting, designing systems. Consider whether required to input data and/or process information.

Ready To Go

Now you're ready to go ahead and write your JD.

Before submitting your Job Description, check:

- All sections are completed.
- There is no repetition or unnecessary duplication of tasks and responsibilities.
- You have checked for any spelling / grammar / formatting and presentation issues.
- If using acronyms or abbreviations, use the full term the first time it appears within the document followed by the acronym or abbreviation in brackets.
- That it is consistently written throughout in the third person.
- Ensure that the version submitted is the final, complete version as you would wish it to be published externally. Remember, the JD is one of the first impressions candidates will have of the role, the service and the organisation and may influence their decision to apply.

If you have any questions or queries or need any help, then your job evaluation team will be happy to help you.

Remember – keep it short and describe what the postholder will actually be doing.

[NHS Wales Job Description Template](#)

[NHS Wales Job Description Technical Document Template](#)