Please note that this policy is under review. It does, however, remain current Trust policy subject to any recent legislative changes, national policy instruction (NHS or Department of Health), or Trust Board decision. For guidance, please contact the Author/Owner.

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<td>May 2013</td>
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<td>Date Valid From:</td>
<td>29 July 2013</td>
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<td>Date Valid To:</td>
<td>30 June 2018</td>
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<tr>
<td>Directorate / Department responsible (author/owner):</td>
<td>Helen Strickland, HR Business Partner</td>
</tr>
<tr>
<td>Contact details:</td>
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**Brief summary of contents**
The policy aims to ensure that all jobs that are subject to Agenda for Change terms and conditions of service are evaluated in accordance with the NHS Job Evaluation Scheme and in compliance with current legislation.

**Suggested Keywords:** Grading, banding, job evaluation, matching

**Target Audience**

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**Executive Director responsible for Policy:** Director of Human Resources and Organisational Development

**Date revised:** Not applicable

**This document replaces (exact title of previous version):** New policy

**Approval route (names of committees)/consultation:** OMG/JCNC

**Divisional Manager confirming approval processes**

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**Signature of JCNC Chair or Deputy**

{Original Copy Signed}

**Signature of Executive Director giving approval**

{Original Copy Signed}

**Publication Location (refer to Policy on Policies – Approvals and Ratification):**

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Human Resources

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Training Need Identified? Yes for panellists

This document is only valid on the day of printing

Controlled Document
This document has been created following the Royal Cornwall Hospitals NHS Trust Policy on Document Production. It should not be altered in any way without the express permission of the author or their Line Manager.
Agenda for Change Job Matching Policy

V1.0

May 2013
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1. Introduction

1.1. The Royal Cornwall Hospitals Trust is committed to achieving an equitable and robust pay structure through the application of a fair, consistent and transparent comprehensive job evaluation system across the Trust for all posts that are subject to Agenda for Change (AFC) terms and conditions of service.

1.2. The operation of this policy and procedure is underpinned by the following principles:

- The Trust is committed to providing equal pay for equal work and to working in partnership with staff side to ensure that this is delivered.

- The nationally agreed job evaluation scheme must be used to determine the correct pay band for all AFC posts across the organisation. It is anticipated that the majority of posts will be matched to a national profile.

- The scheme will be operated in a robust and transparent manner and in accordance with the agreed procedures detailed in this document.

- The procedure will be supported by comprehensive records at each stage which may be used for effective evidencing of decisions, monitoring and audit purposes.

- Job descriptions and person specifications must accurately reflect the required work activities within the service and not the knowledge, skills and personal attributes or work preferences of the post holder.

- Re-grading applications should reflect a significant and tangible change in responsibility and/or associated knowledge and required skills, not just a change in workload. Examples must be given.

- The process will incorporate a step to ensure that the banding recommendations are checked for consistency and are in line with the existing structure of bandings in the organisation.

- All members of job evaluation panels will be appropriately trained and supported to ensure the integrity of the scheme is maintained.

1.3. This version supersedes any previous versions of this document.

2. Purpose of this Policy

2.1. The policy aims to ensure that all jobs that are subject to AFC terms and conditions of service are evaluated in compliance with current legislation and in accordance with the NHS Job Evaluation Scheme. The Trust is committed to providing equal pay for equal work in partnership with staff side to ensure that this is delivered.

2.2. This policy ensures effective implementation of the NHS Job Evaluation scheme by:

- formalising the Trust approach to job evaluation
- providing clear procedures to be followed
- confirming the responsibilities of staff and managers
- identifying the records to be kept to ensure an effective audit trail.

3. **Scope**

The policy applies to the evaluation of job descriptions for new roles and changed roles that are covered by the AFC terms and conditions of service.

4. **Definitions/Glossary**

4.1. **Job Analysis** - the process of determining what job is required and then defining and describing this in the form of a job description.

4.2. **Job Details** – includes job description, person specification and KSF outline for the role.

4.3. **Job Description** – details the key responsibilities of the role. It should describe the job from the perspective of service needs and accountabilities.

4.4. **Person Specification** - describes the knowledge, skills, experience and qualities required to fulfill the job description.

4.5. **KSF Outline** – identifies the knowledge, skills and development that staff need to do their job.

4.6. **Job Families** - examples of job families are: nursing and midwifery, allied health professionals, administrative and clerical, support services.

4.7. **Occupational Groups** - examples of occupational groups within job families are: nursing, radiography, physiotherapy, finance, IT, portering.

4.8. **Designated Panel Contact** – the person, (normally the line manager), nominated to provide additional information about the post under consideration in response to specific questions from the matching panel.

4.9. **Benchmarking** – the formal process of evaluating a new job description against a role that has previously been banded by a job matching panel. This can only be applied where the post holder performs the same function based on the same national profile, e.g. the job description for a new specialist nurse might be benchmarked against a specialist nurse role that already exists.

4.10. **Hybrid Matching/Evaluation Process** – (intended for use in a limited number of specific circumstances only) where a job matching has failed, the factors that have successfully matched are regarded as correct, and the remaining factors only are then subject to the local evaluation process.
5. Ownership and Responsibilities

5.1. Role of the Director of Human Resources and Organisational Development
The Director of Human Resources and Organisational Development has responsibility for:

- overall responsibility and strategic direction for the job evaluation process within the Trust.

5.2. Role of the Heads of Learning & Development/HR Operations
The Heads of Learning & Development/HR Operations have responsibility for:

- the effective implementation and monitoring of the policy
- ensuring all panel members have been accredited by the Trust and/or their trade union or professional body and have received job evaluation training
- ensuring all existing panel members receive refresher training as necessary
- ensuring all panel outcomes are consistent with the national job evaluation scheme which includes:
  - national profiles for the same occupational group and pay band and
  - local matches within the same group, job family and pay structure framework across the Trust
- liaising with divisional and line managers to ensure, wherever possible, all trained members of staff are released to participate in panels and other Agenda for Change related activities
- recommending and implementing agreed changes to procedures and systems.

5.3. Role of Divisional General Managers and Departmental Heads
The Divisional General Managers and Heads of Department will have operational responsibility for:

- the implementation of this policy within their own areas of management accountability
- authorising appropriate requests for job evaluation and ensuring approved budgetary arrangements are in place with their Divisional Finance Manager
- advising line managers of quality checked job matching outcomes within five calendar days of receiving advice from the AFC Administration Team
- working towards the development and implementation of job family and occupational group job descriptions which consist of generic core duties and additional duties and responsibilities specific to an individual post.
5.4. **Role of Line Manager**

Line managers are responsible for:

- determining the job role and ensuring the job description is written, (using the Trust template at Appendix 4), to meet the needs of the service
- discussing the details of all new or changed jobs with their HR Business Partner team
- in the case of 'changed posts', agreeing a revised job description with the current post holder and ensuring this agreement, and the changes made, are clearly documented
- discussing the appropriateness of a re-grading application with a member of staff ensuring any application is supported by the relevant Executive Director
- obtaining the required authorisation to proceed from their Divisional General Manager and/or Executive Director through completion of the approved documentation
- acting as, or nominating, a 'designated panel contact' to answer any queries the AFC matching panel may have regarding the content of the job description. The designated panel contact must be available via the telephone on the day of the matching panel but, to retain the panel members’ anonymity, will not be present during the matching process
- ensuring they have further approval from their Divisional General Manager/Departmental Head to implement any changes and that changes to banding are funded and within budget
- supporting the job matching process in the Trust by releasing trained members of staff to participate in panels and other Agenda for Change related activities
- advising post holders of quality checked job matching outcomes within three calendar days of receiving advice from the Divisional General Manager/Departmental Head.

5.5. **Role of Post-Holders**

Post-holders have responsibility for:

- working in partnership with their line manager to accurately reflect the duties and responsibilities of their post to ensure it meets the needs of the service.

5.6. **Role of the HR Business Partner Teams**

The HR Business Partner teams are responsible for:

- providing appropriate guidance to managers throughout the process in partnership with staff side, including benchmarking against posts that have previously been evaluated in the organisation
 Ensuring that the job description and associated documentation is ‘fit for purpose’ and complies with the Trust’s standard templates

Providing the Agenda for Change administration team with all the paperwork required by the job matching panel

Liaising with the Agenda for Change administration team to identify job matching priorities

Discussing organisational change implications where existing posts are submitted for re-grading.

5.7. **Role of the Agenda for Change Administration Team**

The Agenda for Change administration team is responsible for:

- Setting up an annual programme of monthly job matching and consistency checking panels
- Ensuring the matching panel is properly constituted, in accordance with the guidance contained in the *NHS Job Evaluation Handbook*, and meets the minimum requirements of three trained panel members, consisting of at least one staff-side and one management-side representative and that no potential conflict of interest exists
- Ensuring the consistency checking panel is constituted of one trained staff-side and one trained management-side representative
- Ensuring the appropriate paperwork is distributed to panellists
- Recording the outcome of panel decisions and notifying Divisional General Managers/Departmental Heads and the relevant HR Business Partner team accordingly
- Maintaining comprehensive records at each stage for effective evidencing of decisions, monitoring and audit purposes.

5.8. **Role of Panel Members**

Panel members have responsibility for:

- Working in partnership to evaluate jobs fairly and in accordance with the Trust’s *Job Matching Protocol and Guidance for Panellists*
- Maintaining confidentiality with regard to all aspects of the work undertaken as a panel member
- Participating in panels on a regular basis
- Participating in job evaluation training as required
- Declaring any potential conflict of interest to the panel chair.
5.9. **Role of the Consistency Checking Panel**
The Consistency Checking Panel is responsible for:

- working in partnership to provide quality assurance for every job description matched to a national profile
- highlighting any concerns regarding consistency of outcomes against other similar posts
- providing advice/recommendations to the AFC administration team where apparent inconsistencies are identified.

5.10. **Role of Staff-side Representatives**
Staff-side representatives have responsibility for:

- working in partnership with management to participate in benchmarking, job matching panels and consistency checking as required.

6. **The Agenda for Change Job Matching Process**

6.1. **New roles**
The Trust holds a wide range of job descriptions that have been formally banded by trained matching panellists. Where possible, new and changed roles should be based on one of these existing job descriptions and managers should, therefore, always contact their HR Business Partner team before writing another.

6.2. **Vacant posts**

6.2.1 Whenever a vacancy arises the recruiting manager has the opportunity to review the duties and responsibilities of the post. Before requesting approval to recruit, therefore, the manager should consider such things as:

- whether the vacancy needs to be filled or can the duties be adjusted or allocated to someone else recognising that this may result in a possible re-banding of the other post?
- will future changes require the new post-holder to have different skills?

6.2.2 If, following this review, it is decided that no changes to the job description are required then the manager should arrange for the post to be advertised in line with the *User Guide for Recruiting Staff* available from the Trust’s document library.

6.2.3 If the recruiting manager identifies the need for a slightly different role they should discuss the changes with a member of their HR Business Partner team who has been trained in job evaluation. If these do not include a significant or tangible change to the knowledge and skills required to perform the role and/or the post holder’s freedom to act/accountability then the manager may continue with the recruiting process.

6.2.4 Where the changes to the job description and person specification are considered to be significant and tangible, the HR Business Partner
team should contact the AFC administration team to ascertain whether any similar matched job descriptions already exist.

6.2.5 The recruiting manager should then write the job description and person specification using the Trust’s standard template contained at Appendix 4 and, where possible, basing the contents on the existing banded job description provided by the AFC administration team.

6.2.6 In conjunction with the recruiting manager, the HR Business Partner team should consider the suitability of using the existing role as a benchmark (see Section 6.3). This is likely if the post holder would be performing a job where the same national profile applies, e.g. the job description for a new specialist nurse might be benchmarked against a specialist nurse role that already exists. If considered appropriate, a copy of the new and existing job description should be submitted to the AFC administration team who will arrange for the roles to be formally benchmarked.

6.2.7 If the job description is successfully benchmarked then the manager may continue with the recruiting process.

6.2.8 Job descriptions that cannot be benchmarked must be submitted to a full Agenda for Change job matching panel (see Section 6.5).

6.3. **Benchmarking**

6.3.1 A wide range of job descriptions, formally banded by trained matching panellists, already exist. Recruiting managers should, therefore, in conjunction with their Human Resources Business Partner team, consider whether a new job description might be suitable for benchmarking.

6.3.2 Benchmarking will be undertaken in partnership with staff-side.

6.3.3 When requested, the AFC administration team will identify one or more suitable job descriptions that have already been formally banded by a trained matching panel.

6.3.4 The job descriptions will be compared by one trained staff-side and one trained management-side representative.

6.3.5 The job description will be considered as suitable for benchmarking if:

- the new post holder would be performing a job where the same national profile applies, e.g. a new specialist nurse might be benchmarked against a specialist nurse role that already exists, and

- the new post holder’s freedom to act, together with the knowledge, skills and experience, detailed as essential in the person specification, are considered to be at an equivalent level to the role that already exists.

6.3.6 A detailed record of the result will be retained by the AFC administration team.
6.4. **Changed jobs**

6.4.1 All posts are likely to change subtly over time and, while job descriptions need to be updated to reflect these changes, only significant and tangible changes to the job description and person specification are likely to alter the post holder’s pay band.

6.4.2 If an individual considers this to be the case, they should discuss the changes with their line manager. The manager must have clear grounds to believe that the changes are *significant* and *tangible*. If in doubt, advice should be sought from their HR Business Partner team.

6.4.3 All requests for re-banding must have the support of the Divisional General Manager/Departmental Head and Executive Director.

6.4.4 When submitting the post for job matching the manager must specify/highlight the changes made to the job description and person specification.

6.5. **The job matching process**

6.5.1 Job descriptions in the following categories must be submitted to an Agenda for Change job matching panel:

- new roles that cannot be benchmarked against existing posts
- requests for re-banding by an existing post holder
- senior roles of Band 8a and above.

6.5.2 The manager completes a *Request for Job Matching* form, (see Appendix 3), and arranges for it to be countersigned by their Divisional General Manager/Departmental Head and, in the case of re-banding, Executive Director.

6.5.3 The manager forwards the authorised Request for Job Matching form, job description and person specification for evaluation to their HR Business Partner team.

6.5.4 The HR Business Partner team ensures completion of the paperwork is in line with the procedure before passing the documentation to the AFC administration team who will log the request on the departmental database for job evaluation.

6.5.5 The HR Business Partner team confirms the panel date to the manager and the availability of the line manager and/or, in the case of a request for re-banding, individual member of staff.

6.5.6 The matching panel meets and evaluates the post against a national profile. The panel chair should contact the designated panel contact for any clarification and/or additional information that may be required. The panel chair will record the questions asked and answers received for consideration by the matching panel.
6.5.7 The outcome of the job evaluation is consistency checked and the relevant Divisional General Manager/Departmental Head and HR Business Partner team advised of the banding outcome which should be cascaded through the appropriate management structure.

6.5.8 In the case of an application for re-banding, the line manager advises the post holder(s) of the panel outcome in writing and the line manager must complete a contract amendment form (CAF) for authorisation and submission to Payroll.

6.5.9 Any change of banding will be effective from either the date of appointment, in the case of new jobs, or the date when the new role becomes effective as agreed by the appropriate line manager and post holder and endorsed by the Divisional General Manager.

6.5.10 Where changes to a job description produce a reduced banding as a result of organisational change, the post holder may be entitled to pay protection in accordance with the Trust’s Pay Protection Policy available from the Trust’s document library.

6.6. Hybrid matching process

6.6.1 This process should only be activated in a near non-match situation when the following conditions are met:

- the Knowledge and Freedom to Act factors match
- most factors have matched the relevant national profile factor levels or ranges without variation
- not more than three factors have two, or exceptionally more, level variations outside the profile level or range
- there is no other possible profile match and the outcome is likely to fall within the same pay band as the unsuccessful profile match
- the matching panel agree that it is appropriate procedure to adopt in the particular circumstances

In this process, the factors that have successfully matched are regarded as correct while the remaining factors are subjected to local evaluation.

6.6.2 Where a panel has difficulty in establishing the job evaluation level for a specific factor or factors, the panel chair is responsible for contacting the designated panel contact to ask specific appropriate questions under the job matching procedure.

6.6.3 Where it is not possible to match a job description to a national profile, the panel may recommend to the consistency panel that consideration be given to the use of a hybrid matching/evaluation process.

6.7 Unique posts

6.7.1 Most job descriptions will match to a national profile. However, there may be very limited and exceptional circumstances where a post is so unique that the post holder may be required to complete a job analysis questionnaire (JAQ).
6.7.2 The final signed version of the JAQ will be submitted to panel for evaluation. Post-holders are not required to be present during the evaluation process as the JAQ form will contain all the relevant information.

6.7.3 The total points scored for the post will determine the pay band.

6.8 **Time scales**

6.8.1 The Trust’s Agenda for Change matching panels meet monthly. All authorised requests for job matching will be placed for review on the next monthly meeting following receipt by the AFC administration team. Job details, (a job description, person specification and KSF outline which have been confirmed as fit for purpose by the HR BP teams), will usually be reviewed within six weeks of receipt by the AFC administration team.

6.8.2 At times of increased activity, e.g. during periods of organisational change, the monthly AFC matching panel may be over-subscribed. In this situation, the AFC administration team will liaise with the HR Business Partner teams to determine priorities (within divisions and across the Trust) and, where appropriate, make efforts to arrange additional panels to meet the increased demand. In these circumstances the six-week review period will be extended.

6.9 **Consistency checking**

6.9.1 Every job description matched to a national profile is subject to quality assurance by a consistency checking panel consisting of staff-side and management representatives.

6.9.2 Completed matching forms will be checked to ensure:

- all factors are recorded and evidenced correctly,
- scores are correctly totalled,
- outcome is correctly identified,
- paperwork is signed and dated,
- the chosen national profile is appropriate.

6.9.3 In addition, the consistency checking panel will check the outcome against other similar posts (job family, occupational group and pay band) within the Trust.

6.9.4 The consistency checking panel will confirm the outcome on the consistency checking record.

6.9.5 Any apparent inconsistencies in matching should be referred back to the AFC administration team and/or Heads of Learning & Development/HR Operations. Subject to the advice and recommendation of the consistency panel, the AFC administration team will refer any queries to the chair of the matching panel or appropriate HRBP team. This may result in the job being re-evaluated by a different panel.

6.9.6 Only when consistency checking is complete and any apparent inconsistencies resolved, will the banding outcome be issued to the Divisional General Manager/Departmental Head.
6.9.7 The banding outcome will normally be relayed to the Divisional General Manager/Departmental Head within five calendar days after consistency checking has been undertaken. The line manager should subsequently confirm the outcome in writing to the member of staff within three calendar days.

### 6.10 Appeal of banding review outcome

6.10.1 The post holder should submit their appeal in writing to their line manager within 14 calendar days of receiving written notification of the banding outcome. The grounds for the appeal should be clearly stated.

6.10.2 The line manager will contact the post holder to acknowledge receipt confirming arrangements of an appeal meeting within 14 calendar days. Where this is not possible, it should be held as soon as is reasonably practicable. All parties should be kept fully briefed on the arrangements and agree a reasonable timeframe.

6.10.3 Appeal meetings will be held with the line manager and a member of the appropriate HR Business Partner team (who will have been trained in job matching to the national AFC standard). Post-holders will have the right to be accompanied by a work colleague, or an official of any trade union, and who is not a family member or acting in a legal capacity.

6.10.4 All parties will be provided with copies of:

- the agreed job description and person specification
- the national profile used by the job matching panel
- the job evaluation report.

6.10.5 The outcome of the appeal request will be confirmed in writing by the line manager. If the appeal is upheld, the job will be submitted to a further review panel constituted of a majority of different members from that of the original panel.

6.10.6 The review panel will carry out a fresh and full match of all factors taking into consideration the additional evidence. The review panel can:

- confirm the same match,
- confirm a match to a different profile and/or band (higher or lower),
- in very exceptional circumstances, consider the use of the hybrid matching procedure or refer the job for local evaluation via a job analysis questionnaire (JAQ).

6.10.7 Following successful consistency checking, the Divisional General Manager/Departmental Head will be advised of the review panel outcome.

6.10.8 The banding outcome will normally be relayed to the Divisional General Manager/Departmental Head within five calendar days after consistency checking has been undertaken. The line manager should subsequently confirm the outcome in writing to the member of staff within three calendar days.
6.10.9 There is no further right of appeal in respect of the banding outcome.

6.10.10 Any complaint that the appeal process has not been fairly applied should be addressed using the Trust’s Grievance and Disputes Policy and Procedure.

**6.11 Confidentiality**

6.11.1 The job matching process is a confidential process at RCHT.

6.11.2 Personal details of job holders are not disclosed to panel members. Similarly, the names of panel members are not disclosed without their consent to anyone, other than staff within the Human Resources Department, in order to protect them from any attempts to introduce factors into the process that could lead to bias. When asking questions of the designated panel contact, the chairman of the panel should stress that this is “in confidence” in order to retain his/her anonymity.

6.11.3 Panel members must not disclose any information relating to job matching. All discussions within the panel must remain confidential. If any panel member breaches confidentiality, their role in job matching will be terminated and they may be subject to investigation and action under the Trust’s Disciplinary Policy and Procedure.

**7. Dissemination and Implementation**

7.1 A copy of the policy will be stored electronically in the HR section of the Trust’s document library on the internet/intranet site.

7.2 A copy of the policy will be circulated to members of the HR Business Partner teams to enable them to support the implementation of the policy.

7.3 A clear communication will be sent to managers to make them aware that the policy has been issued and that they are responsible for cascading the information to their staff members, including staff members who do not have regular access to e-mail.

7.4 The Trust’s Directors and Chair of the Staff Side Committee (JCNC) will be advised of the issue of the new policy.

7.5 A copy of the policy will be circulated to all trained panellists.

7.6 Training
All members of job evaluation panels will be appropriately trained and supported to ensure the integrity of the scheme is maintained. Overall responsibility for the training arrangements will lie with the Heads of Learning & Development/HR Operations.
8. Monitoring compliance and effectiveness

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</tr>
<tr>
<td></td>
<td>relevant meeting notes or minutes.</td>
</tr>
<tr>
<td>Acting on recommendations and Lead(s)</td>
<td>The Heads of Learning &amp; Development/HR Operations will ensure any subsequent recommendations are undertaken.</td>
</tr>
<tr>
<td>Change in practice and lessons to be shared</td>
<td>Any policy/system improvements will be actioned in partnership with staff-side within six months.</td>
</tr>
<tr>
<td></td>
<td>Any revision to policy will be communicated to staff.</td>
</tr>
</tbody>
</table>

9. Updating and Review

The policy will be reviewed every three years or earlier in view of any developments which take place that may include legislative changes, national policy instruction (NHS or Department of Health), a Trust Board decision, or request by either party.

10. Equality and Diversity

10.1 General Statement

Royal Cornwall Hospitals NHS Trust is committed to a Policy of Equal Opportunities in employment. The aim of this policy is to ensure that no job applicant or employee receives less favourable treatment because of their race, colour, nationality, ethnic or national origin, or on the grounds of their age, gender, transgender, marriage or civil partnership, pregnancy or maternity, domestic circumstances, disability, HIV status, sexual orientation, religion or belief, political affiliation or trade union membership, social or employment status or is disadvantaged by conditions or requirements which are not justified by the job to be done. This policy concerns all aspects of employment for existing staff and potential employees.

10.2 Equality Impact Assessment - Outcome

As part of its development this policy has been reviewed in line with the Trust's
Equality Impact Assessment process. The purpose of the assessment is to identify and reduce or, if possible, remove any unfair disproportionate impact on individuals who come in contact with the Trust (i.e. employees, patients, visitors and members of the community) on the grounds of their ‘protected characteristics’ (formerly ‘diversity strands’). No detriment was identified. The Equality Impact Assessment Screening form is attached as Appendix 2.
## Appendix 1. Governance Information

<table>
<thead>
<tr>
<th>Document Title</th>
<th>Agenda for Change Job Matching Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date Issued/Approved:</td>
<td>May 2013</td>
</tr>
<tr>
<td>Date Valid From:</td>
<td>29 July 2013</td>
</tr>
<tr>
<td>Date for Review:</td>
<td>29 July 2016</td>
</tr>
<tr>
<td>Directorate / Department responsible (author/owner):</td>
<td>Helen Strickland, HR Business Partner</td>
</tr>
<tr>
<td>Contact details:</td>
<td>01872 252397</td>
</tr>
<tr>
<td>Brief summary of contents</td>
<td>The policy aims to ensure that all jobs that are subject to Agenda for Change terms and conditions of service are evaluated in accordance with the NHS Job Evaluation Scheme and in compliance with current legislation.</td>
</tr>
<tr>
<td>Suggested Keywords:</td>
<td>Grading, banding, job evaluation, matching</td>
</tr>
<tr>
<td>Target Audience</td>
<td>RCHT</td>
</tr>
<tr>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Executive Director responsible for Policy:</td>
<td>Director of Human Resources and Organisational Development</td>
</tr>
<tr>
<td>Date revised:</td>
<td>Not applicable</td>
</tr>
<tr>
<td>This document replaces (exact title of previous version):</td>
<td>New Policy</td>
</tr>
<tr>
<td>Approval route (names of committees)/consultation:</td>
<td>OMG/JCNC</td>
</tr>
<tr>
<td>Divisional General Manager confirming approval processes</td>
<td>Ruth Bardell Head of Learning &amp; Development</td>
</tr>
<tr>
<td>Signature of JCNC Chair or Nominated Deputy Suzanne Grice-Renault/Angela Mallard</td>
<td>(Original copy signed)</td>
</tr>
<tr>
<td>Signature of Executive Director giving approval</td>
<td>(Original copy signed)</td>
</tr>
<tr>
<td>Publication Location (refer to Policy on Policies – Approvals and Ratification):</td>
<td>Internet &amp; Intranet ✓ Intranet Only</td>
</tr>
<tr>
<td>Document Library Folder/Sub Folder</td>
<td>Human Resources</td>
</tr>
<tr>
<td>Links to key external standards</td>
<td>CQC Outcome 12A</td>
</tr>
</tbody>
</table>
Related Documents:

- NHS Job Evaluation Handbook
- Agenda for Change Terms & Conditions of Service Handbook
- Equality, Diversity and Human Rights Policy
- Trust Grievance & Disputes Policy and Procedure
- Trust Disciplinary Policy and Procedure
- Recruitment User Guide
- Trust Organisational Change Policy
- Trust Pay Protection Policy
- Fixed Term (Prevention of Less Favourable Treatment) Regulations (2001)
- Equality Act 2010

Training Need Identified? Yes for panellists

Version Control Table

<table>
<thead>
<tr>
<th>Date</th>
<th>Version No</th>
<th>Summary of Changes</th>
<th>Changes Made by (Name and Job Title)</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 2013</td>
<td>1.0</td>
<td>New Policy</td>
<td>Helen Strickland HR Business Partner</td>
</tr>
</tbody>
</table>

All or part of this document can be released under the Freedom of Information Act 2000

This document is to be retained for 10 years from the date of expiry.

This document is only valid on the day of printing

Controlled Document
This document has been created following the Royal Cornwall Hospitals NHS Trust Policy on Document Production. It should not be altered in any way without the express permission of the author or their Line Manager.
### Appendix 2. Initial Equality Impact Assessment Screening Form

<table>
<thead>
<tr>
<th>Name of service, strategy, policy or project (hereafter referred to as <em>policy</em>) to be assessed:</th>
<th>Agenda for Change Job Matching Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directorate and service area:</td>
<td>Is this a new or existing Procedure?</td>
</tr>
<tr>
<td>Non-Clinical/Human Resources</td>
<td>New</td>
</tr>
<tr>
<td>Name of individual completing assessment: Helen Strickland</td>
<td>Telephone: 01872 252397</td>
</tr>
</tbody>
</table>

1. **Policy Aim**
   
   The policy aims to ensure that all jobs that are subject to AFC terms and conditions of service are evaluated in compliance with current legislation and in accordance with the NHS Job Evaluation Scheme and Trust Job Matching Policy.

2. **Policy Objectives**
   
   An equitable and robust pay structure through the application of a fair, consistent and transparent comprehensive job evaluation system.

3. **Policy – intended Outcomes**
   
   Equal pay for equal work.

4. **How will you measure the outcome?**
   
   Please see Section 8, ‘Monitoring’.

5. **Who is intended to benefit from the Policy?**
   
   Members of staff, the Trust.

6a. Is consultation required with the workforce, equality groups, local interest groups etc. around this policy?
   
   Yes

   b. If yes, have these groups been consulted?
   
   Yes

   c. Please list any groups who have been consulted about this procedure.
   
   OMG/JCNC

*Please see Glossary

### 7. The Impact

Please complete the following table using ticks. You should refer to the EA guidance notes for areas of possible impact and also the Glossary if needed.

- Where you think that the *policy* could have a **positive** impact on any of the equality group(s) like promoting equality and equal opportunities or improving relations within equality groups, tick the ‘Positive impact’ box.
- Where you think that the *policy* could have a **negative** impact on any of the equality group(s) i.e. it could disadvantage them, tick the ‘Negative impact’ box.
Where you think that the *policy* has **no impact** on any of the equality group(s) listed below i.e. it has no effect currently on equality groups, tick the 'No impact' box.

<table>
<thead>
<tr>
<th>Equality Group</th>
<th>Positive Impact</th>
<th>Negative Impact</th>
<th>No Impact</th>
<th>Reasons for decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>√</td>
<td></td>
<td></td>
<td>The policy applies to a job role as opposed to a staff member and promotes equal pay for equal work</td>
</tr>
<tr>
<td>Disability</td>
<td>√</td>
<td></td>
<td></td>
<td>The policy applies to a job role as opposed to a staff member and promotes equal pay for equal work</td>
</tr>
<tr>
<td>Religion or belief</td>
<td>√</td>
<td></td>
<td></td>
<td>The policy applies to a job role as opposed to a staff member and promotes equal pay for equal work</td>
</tr>
<tr>
<td>Gender</td>
<td>√</td>
<td></td>
<td></td>
<td>The policy applies to a job role as opposed to a staff member and promotes equal pay for equal work</td>
</tr>
<tr>
<td>Transgender</td>
<td>√</td>
<td></td>
<td></td>
<td>The policy applies to a job role as opposed to a staff member and promotes equal pay for equal work</td>
</tr>
<tr>
<td>Pregnancy/Maternity</td>
<td>√</td>
<td></td>
<td></td>
<td>The policy applies to a job role as opposed to a staff member and promotes equal pay for equal work</td>
</tr>
<tr>
<td>Race</td>
<td>√</td>
<td></td>
<td></td>
<td>The policy applies to a job role as opposed to a staff member and promotes equal pay for equal work</td>
</tr>
<tr>
<td>Sexual Orientation</td>
<td>√</td>
<td></td>
<td></td>
<td>The policy applies to a job role as opposed to a staff member and promotes equal pay for equal work</td>
</tr>
<tr>
<td>Marriage/Civil Partnership</td>
<td>√</td>
<td></td>
<td></td>
<td>The policy applies to a job role as opposed to a staff member and promotes equal pay for equal work</td>
</tr>
</tbody>
</table>

8. If there is no evidence that the *policy* promotes equality, equal opportunities or improved relations - could it be adapted so that it does? How? 

A full statement of commitment to the Trust policy on equal opportunities is included in the policy

Keep one copy and send a copy to the Human Rights, Equality and Inclusion Lead
c/o Learning and Development, Knowledge Spa, Royal Cornwall Hospitals NHS Trust,Human Resources Department, Truro, Cornwall, TR1 3LJ

A summary of the results will be published on the Trust’s web site.

Signed _______ Helen Strickland_____________________________________

Date ______May 2013_______________________________________
## Appendix 3. Request for Job Matching Form

### REQUEST FOR JOB MATCHING FORM

<table>
<thead>
<tr>
<th>Post Title:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Department:</td>
<td></td>
</tr>
<tr>
<td>Line Manager Name:</td>
<td>Line Manager Position:</td>
</tr>
<tr>
<td>Changed/New Post? (Tick as appropriate)</td>
<td>Changed:</td>
</tr>
<tr>
<td>Current Banding (if existing post)*:</td>
<td></td>
</tr>
</tbody>
</table>

*If this is a re-banding of an existing post, detail below a summary of changes to the job description/person specification. Please note that only changes considered to be “significant” and “tangible” are likely to result in a higher banding. Please refer to Section 6.4 of the Agenda for Change Job Matching policy.

Where appropriate:
- Full list of all post holders covered by this job description and person specification

Proposed Date of Change:

### Approval to Proceed with Job Matching

Where post has changed and there is a postholder:

By signing this form and submitting this job description for AFC banding I, the line manager of this post, confirm that I have completed the correct procedure for changing the job description, including (where appropriate) consultation with the post holder(s).

Signed: …………………………….…. Date: …………………………………..

Line Manager Approval:

I request approval to submit the attached job description for AFC job matching. In the case of a request for re-banding, I have made no commitment to the post holder(s) that this request will lead to a change of pay band.

Signed: …………………………….…. Date: …………………………………..

Divisional General Manager Approval:

I confirm that this new/amended role can be funded within budget and authorise job matching of this post to proceed.

Signed: …………………………….…. Date: …………………………………..
Name (block capitals please): ……………………………….  

Executive Director (required for re-banding of existing posts only)

I confirm my approval for the assessment of this post.

Signed: …………………………….…. Date: …………………………………..
Name (block capitals please): ……………………………….  

Designated panel contact (to be contacted by the AFC panel in case of query):

Name: ……………………………………..  
Contact details: …………………………………..

Note: It is the line manager’s responsibility to seek approval to proceed with job matching. Failure to do so will lead to the job description being placed “on hold” until the appropriate authorisation has been received. Please pass the signed original of this form, together with the Job Description and Person Specification to your HR Business Partner Team.
<table>
<thead>
<tr>
<th>Date This Form Received</th>
<th>Date JD/PS/Org Chart Received</th>
<th>Date Matched/Band</th>
<th>Date Consistency Checked/Band</th>
<th>Date DGM Notified</th>
</tr>
</thead>
</table>

Matched to National Profile:
Appendix 4. Job Description & Person Specification Template

The job description and person specification are critical to the Agenda for Change job matching process. They are the source of information that the job matching panel uses to match a post and assign it to a pay band.

Members of the job matching panels have been trained in how to match posts but, generally, will know little about the work of any particular post holder – this is intentional. Panel members have been specifically trained not to use any personal or perceived knowledge of a job but to rely on the content of the job description and person specification.

To ensure the achievement of an equitable and robust pay structure through the application of a fair, consistent and transparent job evaluation process across the Trust, all documents must be written and presented in accordance with the agreed Trust standard format.

The Trust template that follows includes guidance and advice to managers when writing new or amended job descriptions.

Please note: where incorrect formats are submitted or insufficient information is provided, the documents will be returned to the line manager, via their HR Business Partner teams, for amendment.
1. JOB DETAILS

Job Title:  (Please ensure this is used consistently throughout the document)

Band:  (For AFC job matching, please leave blank)

Directorate:

Location:

2. JOB PURPOSE

(This should be a short statement describing the primary functions and scope of the job. The job purpose should answer the question ‘why does the post exist’?)

3. DIMENSIONS

Scheme of delegation for this post – delete as appropriate.

Level A – Chief Executive
Level B – Director of Finance/Deputy Director of Finance
Level C – Director
Level D – Senior Manager
Level E – Budget Manager
Level F – Team Manager

(As well as specifying the Scheme of Delegation for this post, this section should include such details as the number of staff in the department, the number of staff directly managed, the size of budget responsibility, etc.)
4. ORGANISATION CHART

Please include an organisation chart for the department. Pay bands and the names of post holders should not be specified.

If there are other significant relationships, these should be added.

5. KNOWLEDGE, SKILLS & EXPERIENCE REQUIRED

This should reflect and justify the requirements of the Person Specification. The following areas must be covered:

- analytical and judgment skills: the level required to fulfil the job responsibilities satisfactorily, e.g. numerical analysis, critical reasoning, interpretation of information and complexity of decision making

- planning and organisational skills: the level of planning from straightforward activities/programmes to long term strategic plans, e.g. project work, organising own/other’s workload

6. KEY RESULT AREAS

This section details the main duties and areas of responsibility attached to the post. It should describe the role of the competent employee so that any skills not essential at recruitment, but which the post holder would be expected to attain within the first year, will be counted towards pay band determination.

It should be comprehensive enough to give a good understanding of what the normal activity and demands of the job include but it is not intended to be an exhaustive list of all the tasks.

These should be measurable where possible, describing the role and level of responsibility and accountability in broad terms, and link with annual objectives and performance review.

The following areas must be covered:

- Accountability: the parameters and guidelines the post holder works within or the level at which they use their own initiative, e.g. supervisory capacity or freedom to initiate actions

- responsibility for policy/service development: e.g. strategic or operational development? Does the post holder influence, implement or write policy? Is this for their department or the whole organisation?
- responsibility for financial and physical resources: from maintaining stock levels and/or ordering through EROS, to budget responsibility and authorising the purchase of capital resources

- responsibility for information resources: from data input to the management of information systems

- management responsibility: does the post holder supervise, teach, line manage?

- responsibility for research and development: from audits to undertaking research and development programmes on a regular basis.

7. COMMUNICATIONS & WORKING RELATIONSHIPS

The level at which the post holder is required to perform, e.g. provide training to others, the use of persuasive or counselling skills, the sensitivity/complexity of the communication and the possibility of barriers in language or understanding.

This should also include details of the post holder’s relationships with other members of staff. Consider other departments, Trust Board and/or external agencies.

8. MOST CHALLENGING PART OF THE JOB

9. OTHER

GENERAL COMPLIANCE

- The post holder must at all times carry out his/her duties with due regard to the Trust’s Equal Opportunities Policy

- It is the responsibility of all employees to maintain a safe and healthy environment for patients, visitors and staff

- It is the responsibility of the post holder to ensure that all duties are carried out to the highest possible standard, and in accordance with current quality initiatives within the area of work

- All staff who have access to or transfer data are responsible for that data and must respect confidentiality and comply with the requirement of the Data Protection Act 1998, in line with the Trust’s policies
• The post holder is responsible for data quality and complying with the policies, procedures and accountability arrangements throughout the Trust for maintaining accuracy and probity in the recording of the Trust’s activities.

• Staff are required to comply with the requirements of the Freedom of Information of Act 2000 in line with Trust Policy.

• The Post holder must comply with all RCHT Policies and Procedures.

• The Post holder must comply with the current regulatory framework that applies to NHS provider trusts.

• The Post holder must comply with the RCHT Mandatory Training policy.

• The Post holder must comply with all RCHT Risk Management & Health & Safety policies & procedures, including undertaking associated training as per the RCHT Mandatory Training policy. **NB: A post-holder who has managerial accountability will have the added responsibility for the management and maintenance of the department/division/directorate risk register[s], ensuring that all appropriate risks are suitably identified, recorded via the appropriate routes, and acted upon. Specific duties are outlined in the Risk Management Policy to which you must comply with.**

• The Post holder must comply with all aspects of confidentiality, professional codes of conduct [where relevant], and the NHS Managers/Code of Conduct.

• Any breaches of a code of professional conduct and/or the Managers Code of Professional Conduct, will be investigated in line with the Trust’s disciplinary policy as a matter of personal misconduct. Where there appears to be a case to answer a disciplinary hearing will take place. At any stage of the process the Trust may refer the matter to your professional registering body for their consideration under their own registration review procedures.

• The Post holder must work within infection control guidelines to ensure that work methods do not constitute a risk of infection either to the health care professional, to the client or to any persons working/visiting in RCHT premises.

• This job description will be subject to regular review and amended to meet the changing needs of the Trust.

• This job description is subject to the Terms and Conditions of service of Royal Cornwall Hospitals NHS Trust, and the post holder will undertake any other duties which may be required from time to time.

**THIS JOB DESCRIPTION IS SUBJECT TO REVIEW IN CONSULTATION WITH THE POST HOLDER**

10. JOB DESCRIPTION AGREEMENT

Job holder's Signature:  Date:

Agenda for Change Job Matching Policy
Please note:
Rehabilitation of Offenders Act

This post is exempt from the Rehabilitation of Offenders Act 1974. A provisional offer of employment will be subject to a criminal record check from the Criminal Records Bureau before the appointment is confirmed. This will include details of cautions, reprimands, final warnings, as well as convictions.

The Royal Cornwall Hospitals Trust is a non-smoking organisation. Smoking will not be permitted on any of the sites by staff in trust uniform and/or wearing a trust identification badge in any location, in vehicles owned or leased by the Trust or in the homes (including gardens) of any patients visited at home.
Person Specification for the post of: *(Please ensure this is consistent with that used on the job description)*

All requirements listed in this specification must be (a) essential to the post and (b) assessable within the selection process.

<table>
<thead>
<tr>
<th>ATTRIBUTES</th>
<th>REQUIREMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>QUALIFICATIONS</td>
<td><strong>ESSENTIAL</strong></td>
</tr>
<tr>
<td>• Minimum required for the post, i.e. GCSEs, A levels, NVQs, Diploma, Degree, Masters, Doctorate, etc</td>
<td><strong>DESIRABLE</strong> Please note that, for grading purposes, this information is not taken into account.</td>
</tr>
<tr>
<td>EXPERIENCE</td>
<td><strong>ESSENTIAL</strong></td>
</tr>
<tr>
<td>• Level of knowledge/specialist knowledge required as a minimum, i.e. if no qualification, what experience/knowledge is required to undertake the role? For instance, is it equivalent to a recognised qualification?</td>
<td></td>
</tr>
<tr>
<td>PRACTICAL AND INTELLECTUAL SKILLS (INCLUDING ANY SPECIAL KNOWLEDGE)</td>
<td>For example:</td>
</tr>
<tr>
<td>• Report writing</td>
<td></td>
</tr>
<tr>
<td>• Minute taking</td>
<td></td>
</tr>
<tr>
<td>• Negotiation</td>
<td></td>
</tr>
<tr>
<td>• Mentoring</td>
<td></td>
</tr>
<tr>
<td>• Suturing</td>
<td></td>
</tr>
<tr>
<td>• IT</td>
<td></td>
</tr>
<tr>
<td>DISPOSITION/ADJUSTMENT/ATTITUDE</td>
<td>For example:</td>
</tr>
<tr>
<td>• Ability to deal with distressing circumstances</td>
<td></td>
</tr>
<tr>
<td>TRAINING</td>
<td>Mandatory training</td>
</tr>
</tbody>
</table>
### ADDITIONAL CIRCUMSTANCES

**For example:**
- **Ability to work across sites**

**As above please only include this line if the vacancy requires CRB.** A criminal record check satisfactory to the organisation.

**OH clearance**

Post-holder must comply with professional code of conduct and/or code of conduct for NHS managers where applicable.