Job Evaluation Frequently Asked Questions

Q: What is job evaluation?
A: A. Job evaluation is a tool for determining the 'size' of a job, usually in the form of a number of 'points'. It also allows us to compare different jobs, which in turn enables us to determine where jobs should be placed on the new pay and grading structure. At UL, we are using the Hay system of job evaluation. Only the job is evaluated, not the person doing the job.

Q: Why do we need a new pay and grading structure?
A: The new grading structure will more accurately respond to the increasing diversity of administration roles within the University. It will ensure that staff are paid fairly and equally, and that their contributions are properly rewarded.

Q: Do other Universities use Hay?
A: Many other Universities are using Hay.

Q: What are the evaluation criteria for the Hay scheme?
A: The three criteria for the Hay scheme are:

1. Know How, broken down into depth and range, planning and organising, communicating and influencing
2. Problem Solving, broken down into thinking environment, thinking challenge
3. Accountability, broken down into freedom to act, area and type of impact

In addition there are work elements available for physical effort and/or strain and environmental conditions.

The three main elements are broken down further into sub-elements:

Know How
- Depth and range of know how
- Planning and organising
- Communicating and influencing

Problem Solving
- Thinking environment
- Thinking challenge

Accountability
- Freedom to act
- Nature and area of impact
A external evaluator will evaluate roles against these elements, using detailed job / role descriptions.

Q: How can I be confident that the evaluation process is fair and accurate?
A: A lot of effort has gone into ensuring that the scheme is rigorous, unbiased and fair.

In the first instance, members of Joint Working Group (JWG) review all applications to ensure that they provide sufficient information for evaluation. The composition of Joint Working Group has been determined to ensure balance and fairness.

Once reviewed the completed job/role profile will be forward to an external company for evaluation.

Who will benefit from job evaluation?
A: Job evaluation will introduce more transparency and fairness regarding the way jobs are graded and placed on the new pay and grading format. It will also enable us to compare ourselves with the external job market where appropriate.

Q: What is the role of Joint Working Group?
A: The Joint Working Group reviews the completeness of your application/job description. It is stressed that the JWG will seek further clarification or information if they feel it is necessary. Members of the JWG do not evaluate the jobs. This is the role of an external company.

Q: Job/Role descriptions seem to be a critical factor in job evaluation. Will there be transparency in this area?
A: Many descriptions will need updating, particularly for long-serving members of staff. When you have completed your job description / role profile document, you will need to have it agreed with your line manager and Head of Department as an accurate statement of the job you do.

Q: Can assurances be given that no existing post holders will be downgraded as a result of the job evaluation process?
A: Current employees will not be disadvantaged, so no one will see a decrease in their salary as a result of the process.

Q: Is there an appeal process?
A: No, the final decision will not be subject to appeal.

Q: Is job evaluation a one-off exercise or a regular undertaking?
A: After the initial job evaluation exercise, the process will stay in place as the job evaluation system for UL. It will be used to evaluate new roles and/or regrading of existing roles that have changed.
Q: How do I grade a new role that I wish to advertise?

A: It is important to ensure that new job roles or existing jobs that have either not yet been evaluated or have significantly changed are evaluated at the outset, prior to the vacancy details being submitted for advertising.

For such job roles recruiters should contact HR to make an initial assessment of whether or not the job role is substantially the same as an existing job role that has already been evaluated. If not substantially the same then an evaluation will be required.