

pilat

# The NJC Job Evaluation Scheme

*Powered by Gauge+*

Pilat is a specialist software provider with over 40 years' experience in providing leading edge HR solutions and technology. We have unique experience in the provision of job evaluation software, having been chosen to provide the software, incorporating the NJC 13-factor scheme, for the introduction of single status – the national agreement aimed at re-organising pay and rewards in Local Government, enabling councils to ensure, in theory, all staff receive equal pay for work of equal value.

Pilat also provides separate job evaluation schemes for clients both in the public and private sectors, as well as across European and International locations.

## Key benefits of the latest version of the software

Single status was introduced in 1997 and since then Pilat has regularly updated its software which in its latest web-based incarnation is called Gauge+.

The NJC scheme itself has also been subject to regular updates, most recently in 2013 and 2019 as there continues to be significant change in the local government landscape in the form of new and evolving jobs emerging against a background of significant restructuring of councils.

Scheme reviews are conducted by the NJC's Job Evaluation Technical Working Group (JETWG) which comprises representatives from UNISON, GMB, Unite, the LGA (advised by a practitioner from a local authority), a consultant from Pilat (regarding the Gauge+ software) and an independent JE advisor.

With the current and recent reviews, no changes have been made to the basic structure of the scheme or the associated weighting or scoring, with the main changes being to the guidance notes and help text (conventions) associated with the scheme. The most recent review encompasses both the paper and computerised (Gauge+) versions of the NJC scheme.

The Gauge+ software is designed to optimise the efficiency of the job evaluation process, incorporating the NJC's analytical job evaluation scheme which is sound and robust and enables employers to produce appropriate job hierarchies based on relevant components.

Building on all the previous functionality of Gauge, which has been retained, Gauge+ includes the following main additional features:

- **A refreshed web interface built on Pilat's latest technology solution** – Gauge+ shares similar characteristics with other Pilat software solutions including Performance Management and follows current industry standards for clear design and ease of use
- **Ability to have both a council's current version of the NJC scheme and help text plus the refreshed version, all within the same Gauge+ site** – Gauge+ provides complete transparency between current evaluations and new evaluations within the refreshed help text and guidance notes. Reports can facilitate comparisons between previous and new evaluations
- **A link to jobs, job families and business area** – each evaluation within Gauge+ can be automatically linked to a previous evaluation, either individually or to a job family or business area, which are provided by each client/council
- **Role profiles** – The JETWG has produced national role profiles using the NJC 13-factor scheme for several key groups including: craft workers, public health, school support staff and social work. Pilat can add all of these profiles to an individual council's Gauge+ site

## Key steps in the job evaluation process

Pilat recommends a one-to-one interview with the job holder, conducted by a trained job analyst, with the manager and trade union representative in attendance. Job holders are asked to respond to a set of on-screen questions drawn from a library of questions for all 13 factors. The job analyst captures the job holder's responses to these tailored questions and the software in turn captures the logic behind the answers which then determines a level score for each factor.

Once all questions within a factor have been completed, questioning moves to the next factor and finally an overall score is determined for all factors. Once the evaluation has been completed, the software generates a key document – the Job Overview which is a 'play back' of the way questions have been answered, job holders are asked to review this document before a score is determined to ensure they and their manager fully agree with the summary.

At this point, the evaluation can either be concluded or revisited to ensure the job holder is entirely content with the evaluation. Subsequently, the admin team can check, using the comparison tool (Figure 1 next page), against other similar evaluations within a job family, or a generic job or with a hierarchy of jobs, highlighting any differences in factor scores.

The final 'rank order' of job scores provides the basis for determining a pay and grading structure.

There are four principal components within Gauge+:

- **Evaluation** – where the evaluation of jobs is undertaken, updated and reviewed
- **Jobs** – where jobs are maintained and linked to all other evaluations, generic jobs or role profiles (see below) job families, business areas, or selected hierarchies of jobs
- **Administration** – where the organisation’s site is maintained and regulated through a library of local conventions, multiple scheme reports, users and their individual roles
- **Pay and grade modeller\*** – where clients begin to design pay and grading structures and view the changes to the overall pay bill, including any inflationary increases, the overall profile of the job population, any additions to pay etc. over time e.g. for one year and up to 10 years ahead.

Gauge+ is quick to implement and offers an easy to use, versatile, fast and consistent software tool with the following key benefits:

- **Involvement of the parties** – an interactive process which includes on-screen evaluation by trained job analysts, including the job holder, manager and trade union representative

- **Fair and objective** – the interview process using the library of tailored questions provides a fair, consistent and objective approach to job analysis, capturing both the question trace of questions and answers, including the ability to record any individual circumstances of the job being evaluated
- **Transparency and audit trail** – job evaluation interviews provide transparency in the evaluation process, and a multiplicity of reports provide an ‘audit trail’ of decisions which provide a consistent approach to the overall sample of evaluations
- **A reduction in associated time and cost** – each evaluation within Gauge+ takes approximately 60 to 90 minutes by a trained job analyst, reducing any need for expensive job evaluation panels
- **Ease of use** – the software is very easy to use, following a minimum of training for job analysts

The screenshot shows the 'pilat' software interface. At the top, it says 'pilat' and 'Pilat Helpdesk'. The main heading is 'Principal Social Worker' with a grade of 'A24' and a score of '741'. Below this, it lists 'Scheme NJC 2019', 'Analyst Denis Crowe', and 'Job Principal Social Worker'. There is a search bar and a table with columns: Title, Reference, Job, Date, Status, and Points. The table lists three jobs: 'Cleaner (2019)', 'HGV Driver/Loader (waste collection vehicle)', and 'Social Worker (ASYE) 2019'. Below the table, it says 'Showing 1 to 3 of 3 entries'. At the bottom, there is a detailed comparison table for skills across different grades (A24, AB, A22, A12).

	A24			AB			A22			A12				
	X	Y	Pts	X	Y	Pts	H/L	X	Y	Pts	H/L	X	Y	Pts
Knowledge	8	1	163	2	1	40	LO	3	1	60	LO	5	1	100
Mental Skills	5	1	65	1	1	13	LO	3	1	39	LO	3	1	39
Interpersonal and Communication Skills	6	1	78	1	1	13	LO	2	1	26	LO	4	1	52
Physical Skills	2	1	26	2	1	26		4	1	52	H	2	1	26

Figure 1: Job Comparison Screen

\*Available as an additional option

## Standard reports within the software

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In order to assist clients to get the most from Gauge+, Pilat has designed several standard reports within the system

- **Question library** – the complete set of questions and answers within the factor plan
- **Question help text** – nationally agreed conventions linked to both questions and answers within Gauge+
- **Question trace** – a summary of the job holder's response to questions and their answers during the interview and the resulting 'play back' in the job overview
- **Elimination question trace** – a variation on the question trace, this report shows questions and answers AND the levels eliminated for each answer and the overall score. This report is useful for moderation/consistency checking and can be used for Appeals
- **Evaluation history** – enables an evaluation to be re-evaluated as a result of moderation or appeal, retaining the original evaluation in the background as evaluation history. The system recognises the most recent evaluation and retains only one evaluation reference number
- **Factor levels summary** – shows, for a selected sample of jobs, a comparison of factor levels or scores – useful for moderation and consistency checking
- **Job overview** – a play back of the questions and answers in summary format which can be sent in PDF format to job holders following completion of the overall job evaluation exercise (the question trace can also be sent in the same format).

## What support services can you expect to receive?

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### Training in job analysis and use of software

Pilat's reputation has been built on providing our clients with comprehensive support before, during and after implementation.

On purchasing Gauge+ license and software, a system is built with a unique URL for every organisation. This can be accessed by any computer/device in any location which runs IE8+, Chrome, Firefox or Safari. By entering the URL (web address) into your internet browser, you will get to the login page. No user can access the system without knowing a user name and password.

A modular training package has been devised by the NJC and Pilat to help with implementing the job evaluation process. The options encompass sessions for **Job Analysts**, **Steering Group members**, **Moderation Panels** and **System Administrators**.

These sessions focus attention on the implementation of job evaluation and the skills required, as well as on the use of Gauge+ software. Pilat and/or NJC Associate Consultants would complete the training.

## Documentation – technical guidance notes and help text

In addition to all reports mentioned above, we have added all NJC technical guidance notes as well as the nationally agreed help text (conventions). Clients are encouraged to add 'local' conventions to the national conventions, for example for size of Budget and in supervision, number within teams either supervised or appraised.

## Pilat consultants

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Pilat consultants are available to help local authorities and unions successfully implement the under-pinning processes behind job evaluation. Experience has shown that the early involvement of consultants in the setting up of procedures can be extremely useful and cost effective and that training in the use of the software is necessary as personnel within councils move on to different jobs within HR. The consultants have experience of using the NJC scheme and of implementing evaluation outcomes.

Their services may be taken on an 'as and when' required basis and are likely to be of most use at critical points within the process. This could be during the all-important planning stage, or at the end of the pilot stage. A few days' consultancy support will help ensure that the process is running smoothly and on track.

The consultant's services may not be needed again, or they may be of further assistance at a later stage, for example training for new job analysts. Clearly there is no necessity or requirement to take on such services on an ongoing basis and it may be that different consultants are appropriate at different stages.

Pilat consultants can advise on essential practical issues such as:

- An audit of existing pay and grading systems allied to a 'risk assessment' of potential outcomes
- External review and/or 'moderation' of job evaluation results throughout the process, notably after the benchmark exercise, as well as on completion
- Developing a project plan for implementing job evaluation
- Evaluation of employee resourcing and timescale implications
- Running and making use of pilot exercises to best effect
- Training of steering/moderation committee members, job analysts and job evaluation principles
- Pay structure design and pay bill modelling
- Troubleshooting and problem solving

A specific consultancy service available to authorities is to review benchmark jobs, including checking that local conventions are consistent with the principles of the job evaluation scheme, and the 'moderation' of evaluations.

This service is available as a 'desk exercise' where the consultants review the rank order of scores and the use of local documentation (local conventions, results spreadsheets, evaluation rationales) and compare the job evaluation scores and outline job profiles with a range of indicative evaluations for jobs across the organisation. This process is not intended to confirm every evaluation but to raise any queries and identify outliers, which then could have become standards, for further consideration by the authority's benchmarking panel or moderation panel, which would have all the information to hand.

Documents containing guidance on implementing job evaluation using Gauge+ are also available from the NJC in the form of technical notes. These are added to all Gauge+ web sites.

The advice includes:

- [Advice within Part 4 of the Green Book](#) – guidance on using the computerised scheme
- A comprehensive and full list of joint advice and guidance relating to all aspects of the national scheme and the process of job evaluation can be found at <https://www.local.gov.uk/our-support/workforce-and-hr-support/local-government-services/njc-job-evaluation> (NB: password required)

## Contact information

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For further information on the LGA, its services or NJC documentation, council employers should contact:

**Harry Honnor**

**E:** [harry.honnor@local.gov.uk](mailto:harry.honnor@local.gov.uk)

Academy schools and third sector employers who use the scheme should contact:

**E:** [info@employerlink.co.uk](mailto:info@employerlink.co.uk)

For further information on the Pilat Gauge+ software system please contact:

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Alternatively, you can contact Pilat Support Services on:

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Pilat is an integrated human resources consultancy and IT systems solution developer. Our mission is to enable our clients to optimise the HR processes proven to underpin superior organisational performance.

For over 40 years, Pilat has been leading best practice in all aspects of job evaluation and reward management, performance management, talent management, leadership development, 360 degree feedback and organisational surveys.

Our experts combine a deep understanding of people management and organisational development issues with the opportunities provided by advanced technology.

Pilat has a wide and varied client based including major global corporations and local authorities, for example, over 100 local authorities are now using the Gauge system.

We work across all sectors with organisations from a few hundred to hundreds of thousands of employees. We have a solid track record for developing tailored solutions that deliver improved performance and show impressive returns on the investment made.

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Gauge+ is the preferred technology partner to

