

Job Evaluation Procedure

Enabling Policy Statement; Executive Owner; Approval Route:	Our Colleagues – Chief Operating Officer – Operations Committee
Is the Procedure for internal use only (Non-disclosable)?	Disclosable
Associated Policy Statements:	N/A
Authorised Owner:	HR Director
Authorised Co-ordinator:	Associate Director (People Services)
Effective date:	31 March 2025
Due date for full review:	31 March 2027
Sub documentation:	N/A

Approval History

Version	Reason for review	Approval Route	Date
1.0	Migration to the POPP Structure	Operations Committee (Chair's Approval)	31 March 2025

1. Purpose

The University of Surrey is committed to the principles of equal pay for work of equal value. This procedure aims to reflect equality of opportunity with respect to pay, salary and career progression for all staff, ensuring that the level of reward is appropriate to the relative size and content of the job.

To achieve this, it operates a Job Evaluation Scheme that measures the relative value of all jobs in its pay and grading structures within an overall framework that is consistent, transparent and fair.

The University recognises and reflects through this procedure that roles do not always remain static and may change in relation to the range, complexity and level of duties, accountabilities and responsibilities. Such changes may require the grade of any post to be reviewed at the appropriate time.

2. Scope and Exceptions to the Procedure

This procedure covers all job families, excluding Research and Teaching. Pay and grading for posts above level 7 and appointments for under an intended duration of three months are determined under separate arrangements.

Job Evaluation Panels are held every 4 weeks. Submission deadlines and Job Evaluation Panel dates can be obtained from your HR Representative.

A job should be evaluated:

- When a new job is introduced to the University structure.
- When permanent and material changes are made to the requirements of a job detailed in the job profile. This may include increased/reduced size, responsibility, complexity or some other significant change.
- Upon recruitment to a job that has not been reviewed in the previous 12 months.

3. Definitions and Terminology

N/A

4. Procedural Principles

4.1 If an individual feels that they have a reasonable case for re-grading they should discuss this with their line manager. A role will not be considered unless it is supported by both their Line Manager and the Faculty/Department.

4.2 The Job Evaluation Process

Step 1: A job profile should be written/re-written by the line manager, supported by HR. A template along with support materials are available under the 'Job Evaluation' section of the human resources pages on SurreyNet: <https://surreynet.surrey.ac.uk/staff-services/human-resources/hr-policies-and-forms>.

For re-grades the line manager must include a separate business case with a description of the changes/additional responsibilities to the role. This should not be a statement on the candidate's abilities and performance.

Step 2: Once the paperwork has been completed it should be sent to HR for review. It is the responsibility of HR to ensure that the Job Purpose meets the standards and requirements before submitting this to the Job Evaluation Committee by the advertised deadline.

Step 3: The Job Evaluation Committee will undertake the job matching exercise using the details supplied within the job purpose. Each panel will comprise of:-

- Chair (Job Evaluation Owner or nominated Representative)
- 2 x Members of HR

To ensure the effective use of the panel's time within the meetings, members are expected to reach initial views on the range of grades/profiles within which each job is likely to match prior to the meeting.

The main steps in Job Matching are:

- Understanding the role
- Matching the role
- Recording the decision and reasons
- Checking results for consistency and fairness

When Job Matching the Panel will utilise a system of Generic Role Profiles, as well as reference to an existing database of previously matched Job Purposes. The profiles have been developed for each grade 1-7. Each profile describes broadly similar types of work, highlighting the key factors that differentiate one grade from another. The object of the process is not to find a complete match between the profile and the job itself as all grades and all types of job have a wide range of possible work activities, knowledge and skills, and few if any will match all the criteria. Rather, the panel will look to establish a 'best fit' match of any Job Purpose to the job family role profiles, in order to establish the correct grade for the job. Where a job straddles two levels, a 'best fit' will be applied using a 75-80% match based upon the duties and responsibilities of the role.

In those instances, in which there is inadequate information to reach a decision, and it is determined appropriate by the panel, the Chair may request the post holder, the post holder's Manager or another suitably informed Manager to attend the panel meeting for a short time. This will enable further information to be sought by the panel in relation to any post under consideration, which is not readily available from the documentation presented. Such individuals invited to attend in this capacity will be expected to respond where possible to direct questions raised by the panel but will not be permitted to offer a view.

For re-grades, the panel may reach one of four decisions which are:

- The role is re-graded to a higher level
- The level of the role remains unchanged
- The level of the role does not match the higher level, nor is the panel persuaded that it meets the current level, in which case it is referred back to the Faculty/Department for reconsideration.

Step 4: The Department/individual should be notified by their local HR department of the outcome within 3 working days of the panel.

4.3 Impact on pay

Any changes in grading and pay resulting from the Job Evaluation process will take effect from the date the Job Evaluation Panel convened to consider the submission.

Backdating of pay increases to an earlier point will only be agreed where there are extenuating circumstances up to a maximum period of 3 months.

Where a role is re-graded to the next level, the post holder will be placed on the bottom scale point of the new grade.

If the role is graded at a lower level, notification will be made to the individual relating to protection of salary.

4.4 Re-evaluations

Applications for re-evaluations will be considered on the following grounds:

- There has been a significant change in the level and/or nature of the role since it was originally matched/evaluated.
- Incorrect or incomplete information was submitted to the Evaluation Panel
- Other pertinent information e.g. comparator posts differently graded.

Only two applications to the Job Evaluation Committee for the same role can be made in any 6 month period. If the Faculty/Department remains unhappy with the decision following a second panel, the Appeals Process detailed in 4.7 should be followed.

4.5 The Responsibilities of the Panel

It is the responsibility of the Chair to ensure this process occurs fairly and consistently with each panel member having an equal right to speak. The Chair should make every effort to ensure this is achieved.

All Evaluators are required to keep their training up to date through practice. Evaluators who have not undertaken a panel over a course of a year will be required to undertake refresher training before sitting on a panel.

Panel members will not take part in any part of the process in terms of their own role, any roles for which they may have direct line management responsibility or any role to which they may report. Panel members are expected to declare any other potential conflicts of interest as appropriate.

Panel members must observe strict confidentiality regarding panel documentation, discussions and recommendations. All discussions within panels and records of these discussions will be strictly confidential to the HR department and the panels.

4.6 Data Protection/Records Management

There must be an appropriate audit trail of any decision reached in the event that feedback or information is sought in accordance with data protection legislative requests.

All relevant documentation associated with the procedure will be retained by the JE Chair, in accordance with the UK General Data Protection Regulation (UKGDPR). All relevant information associated with pay and grading of a particular post will be retained within the personnel file of the post holder with the local HR department.

4.7 Appeals

- 4.7.1 The Line Manager or Employee (supported by the Line Manager) can appeal the decision of the panel. This should be sent to the HR Director within 10 working days of the outcome notification.
- 4.7.2 An appeal should include all documentation sent to the JE Committee, plus a covering note

outlining the grounds for appeal.

4.7.3 Grounds for appeal may include:

- Other pertinent information comes to light which is likely to affect the grading decision.
- Incorrect or incomplete information was submitted to the evaluation panel
- The evaluation panel failed to follow its stated procedure in a way that was potentially material to the grading decision.

4.7.4 On receipt of the appeal, the HR Director or their delegate will check that the appeal meets the appeal criteria. If it does not comply, the HR Director or their delegate will inform the Line Manager, clearly setting out in writing why the appeal cannot proceed.

4.7.5 The Appeals Committee will comprise:

- 2 x independent representatives Level 6 or above from HR.

4.7.6 In those instances, in which there is inadequate information to reach a decision, and it is determined appropriate by the panel, the Chair may request the post holder, the post holder's manager or another suitably informed manager to attend the panel meeting for a short time. This will enable further information to be sought by the panel in relation to any post under consideration which is not readily available from the documentation presented. Such individuals invited to attend in this capacity will be expected to respond where possible to direct questions raised by the panel but will not be permitted to offer a view.

4.7.7 The outcome of the appeal will be provided within 10 working days of the panel.

4.7.8 This is the final stage of the Appeals process, and the decision of the Appeals Committee will be final.

4.8 Pay Progression and Higher Responsibility Zones

4.8.1 Pay Progression within the Core Zone

The University of Surrey Pay and Grading structure consists of eight levels all with two pay zones, the Core Zone and the Higher Responsibility Zone (HRZ). The pay spine originally provided within the National Framework Agreement consisted of 51 pay points; this has been extended further by the University to 55 points to enable a more flexible approach to pay.

The Core Zone is the main pay level for the job. Staff placed into the Core Zone will normally receive annual progression (April each year) through the increments to the maximum of the Core Zone (subject to satisfactory performance).

4.8.2 Awarding Accelerated Increments

Approval for awarding 1 accelerated increment within the Core Zone can be agreed in principle between the Faculty/Department with the local HR department. However, it must still go through SurreyRecruit.

In the first instance a 'Change to Existing Post' form must be completed through SurreyRecruit.

The electronic request should include the following:

- Existing Job Purpose (where appropriate)
- Completed business case, highlighting the reason for awarding accelerated increment(s).

In cases where requests of two or more incremental steps are being made or where a second request is being made within 12 months of a previous request, a 'Change to Existing Post' form must be completed through SurreyRecruit.

The electronic request should include the following:

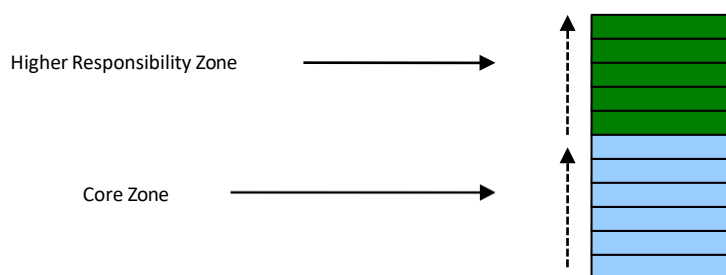
- Existing Job Purpose (where appropriate)
- Completed business case, highlighting the reason for awarding accelerated increment(s).

4.8.3 *Entering the Higher Responsibility Zone (HRZ)*

The HRZ is the range defined above the normal Core Zone. These HRZ points are applied to all Job Families and levels in the new pay structure.

The aim is to provide an appropriate mechanism for rewarding staff that have been matched to a particular job level, but who have assumed an additional permanent responsibility, or who contribute consistently to activities, outside the scope of their role.

Staff have no automatic right to progress into or through the HRZ. All cases are subject to the guidance laid out within the agreed HRZ criteria (see Appendix A)



To justify HRZ consideration a case needs to be made using the 'Change to Existing Post' form via Surrey Recruit. Responsibilities undertaken should be on a permanent basis but deemed not to be significant enough to warrant an evaluation to a higher level (grade).

The electronic request should include the following:

- Old and new Job Purposes uploaded, with additional responsibilities highlighted.
- Completed business case, clearly demonstrating that the post has more responsibilities than when the job was initially matched and is of a higher value to its current Level and pay point.

4.8.4 A copy of the post holder's new Job Purpose reflecting the additional responsibility must be

forwarded to the Job Evaluation Chair for logging upon approval.

- 4.8.5 Note – For additional responsibilities of a temporary nature, these should be rewarded through an allowance and are as such not covered by this criterion.
- 4.8.6 Academic application cases should be put forward to the Annual Promotions Committee where the case will be considered. Please refer to the Academic Promotions documentation.

4.9 Allowances

- 4.9.1 For an allowance to be considered it must be temporary with a defined end date and reviewed, normally on an annual basis (with the exception of contracted overtime, unsocial hours and night shift allowances).
- 4.9.2 The following principles govern the use of allowances;
- Where an allowance is paid for a period of 3 years or more it should be superannuable (unless otherwise specified).
 - Allowances of less than 3 years in duration will not be superannuable.
 - Allowances (with the exception of acting up, contracted overtime, unsocial hours and night shift) will not receive cost of living increases.
 - Staff members receiving an allowance, who take a period of sabbatical or extended leave, will have their allowance entitlement reviewed if it is considered the duties cease.
 - Special Allowances cease to exist.
- 4.9.3 The following is an outline of circumstances when an allowance payment can be made:
- Head of Department/Division, Associate Dean
 - Special Registry Validation and Chair
 - Responsibility or Additional Duties
 - Market Supplement
 - Acting Up
 - Marie Curie Research
 - Contracted Overtime
 - Unsocial hours
 - Night Shift
- 4.9.4 *Acting Up* - Individuals who undertake a temporary full acting up role may be deemed eligible for a temporary Acting Up allowance. It is mandatory that this Allowance has an end date.

Acting up Allowances should equate to either the value between the individuals' current salary and the first point of the HRZ or equal to 2 increments, whichever is the greater. This allowance will attract increases in line with the cost of living rises.

In cases where an individual may be acting up substantially e.g. a level 4 acting up to a level 6, the same compensation rules apply. However, if extra compensation is sought this should be done via alternative methods such as PRP payments.

4.10 Allowance Process

- 4.10.1 Allowances within the guidelines stated in the Allowance Matrix (see Appendix A) can be approved by the local HR Department.
- 4.10.2 Approval for allowance payments outside of the Allowance Matrix or quoting a variable figure (e.g. market supplement, acting up), should be sought from the HR Business Partner and Payroll Manager to ensure consistency and compliance with the guidelines. This approval must be in place before the allowance is offered to an individual.
- 4.10.3 Where a new allowance is required (outside of the Allowance Matrix), the HR Business Partner and the Payroll Manager must be consulted before any action is taken.
- 4.10.4 Requests for allowances can only be generated using a 'Change to Existing Post' form via SurreyRecruit. This must include a written justification for the allowance, amount and duration. Forms must be correctly coded according to the Allowance Matrix before submitting the request. If there is any doubt, contact should be made with the Payroll Team.
- 4.10.5 Where allowances are approved, these will not be backdated to an earlier point in time than the SurreyRecruit request, unless there are extenuating circumstances or there has been an error, in which case this can only be done up to a maximum period of 3 months.

5 Governance Requirements

5.1 Implementation: Communication Plan

The procedure was embedded when first published and is available on SurreyNet (HR Procedures Page) for all staff to access.

5.2 Implementation: Training Plan

The procedure was embedded when first published. Further support will be provided to colleagues implementing the procedure when required.

5.3 Review

This procedure will be reviewed every 3 years or sooner if required by a change in legislation or practice.

5.4 Legislative Context and Higher Education Sector Guidance or Requirements

5.4.1 Applicable Legislation

This procedure complies with the following legislation.

- Equality Act 2010
- Employment Rights Act 1996

- Employment Relations Act 1999
- Employment Act 2002
- UK General Data Protection Regulation (UKGDPR)
- Data Protection Act 2018
- Data (Use and Access) Act 2025

7.4 Sustainability

The job evaluation procedure plays a crucial role in promoting *Sustainable Development Goal 8: Decent Work and Economic Growth*. By establishing fair and transparent systems for assessing job roles and compensation, it ensures equitable pay, enhances job satisfaction, and fosters a productive and motivated workforce. This process supports the creation of quality jobs with competitive and fair wages, contributing to long-term economic growth. Additionally, a well-structured job evaluation procedure helps identify skill development opportunities, leading to increased employability and career progression. By prioritising fairness and equal opportunity within the workforce, the job evaluation procedure aligns with SDG 8, helping to create an inclusive, resilient, and sustainable labour market for all.

8. Stakeholder Engagement and Equality Impact Assessment

8.1 An Equality Impact Assessment was completed on 11 February 2025 and is held by the Authorised Co-Ordinator.

8.2 Stakeholder Consultation was completed, as follows:

Stakeholder	Nature of Engagement	Request EB Approval (Y/N)	Date	Name of Contact
Governance	Review of V1.0	N	12/02/2025	Kelly Padley
Sustainability	Review of V1.0	N	06/03/2025	Martin Wiles, Head of Sustainability
Academic Freedom /Freedom of Speech	Review of V1.0	N	27/02/25	Abi Bradbeer AFPE Project Manager
Health and Safety	Review of V1.0	N	24/02/2025	Matt Purcell, Director of Health and Safety

Appendix A: HRZ Criterion steps

<p>1</p>	<p>The post holder undertakes some additional responsibilities above those expected of the core level of the post.</p> <p>In performing these additional responsibilities it is expected that the post holder consistently demonstrates high levels of adaptability and commitment as well as an understanding of the wider issues linked to this post such that the undertaking of additional responsibilities clearly results in improved output and/or productivity.</p> <p>Examples of “best practice” include;</p> <ul style="list-style-type: none"> ▪ Demonstrating a consistent level of competence in all duties ▪ Delivering excellent customer service internally and externally ▪ Demonstrating excellent adaptability and versatility
<p>2</p>	<p>The post holder undertakes a range of additional responsibilities above those expected of the core level of the post.</p> <p>In performing the range of additional responsibilities, it is expected that the post holder continues to demonstrate a high level of responsibility, commitment and individual ownership, together with strong team working abilities in the event of change and development within the organisation.</p> <p>Examples of “best practice” include:</p> <ul style="list-style-type: none"> ▪ Demonstrating a consistent level of competence in all duties ▪ Delivering excellent customer service internally and externally ▪ Displaying excellent motivation, reliability and a positive attitude to work ▪ Consistent approach to analysing problems and diagnosing solutions

3	<p>The post holder undertakes significant additional responsibilities above those expected of the core level of the post.</p> <p>It is expected that the post holder not only meets all the key targets and objectives of the core level of this post but often exceeds them demonstrating ownership and responsibility beyond that expected of the appointment. In performing these significant additional responsibilities, it is expected that the post holder shows a clear understanding of all the wider issues associated with this post and the appropriate level of leadership to influence team performance to achieve objectives.</p> <p>Examples of “best practice” include;</p>
	<ul style="list-style-type: none"> ▪ Demonstrating a consistent level of competence in all duties ▪ Delivering excellent customer service internally and externally ▪ Demonstrating exceptional positive commitment to change ▪ Providing leadership to enable excellent team performance
4/5	<p>The post holder undertakes a range of significant additional responsibilities above those expected of the core level of the post.</p> <p>It is expected that exceptional standards are delivered from the post holder. In performing this range of significant additional responsibilities, it is expected that the post holder consistently demonstrates exceptional performance, always exceeding the targets and objectives of the core post and demonstrating by example clear leadership and influencing skills at this level. Such additional responsibilities would be significant, but not quite significant to warrant regarding to a higher level. The range of significant additional responsibilities will determine the level of the HRZ.</p> <p>Examples of “best practice” include;</p> <ul style="list-style-type: none"> ▪ Demonstrating a consistent level of competence in all duties ▪ Delivering excellent customer service internally and externally ▪ Ability to demonstrate exceptional imagination and enterprise on a project or piece of work ▪ Ability to demonstrate outstanding teamwork and responsibility for others ▪ Ability to notably enhance either internal or external partnerships

6/7	<p>The post holder undertakes a wide range of significant additional responsibilities above those expected of the core level of the post.</p> <p>It is expected that the post holder will consistently demonstrate performance at an exceptional level. Targets are consistently exceeded and all core competencies at this grade are continually demonstrated at an exceptional level.</p> <p>Examples of “best practice” include:</p> <ul style="list-style-type: none">▪ Demonstrating a consistent high level of competence in all duties▪ Delivering exceptional consistent customer service internally and externally▪ Ability to demonstrate innovative thinking on a project▪ Ability to demonstrate exceptional teamwork and leadership
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Appendix B: Overview of the Hay Method

In conjunction with the University’s commitment to maintain a fair and equitable pay spine (as part of the National Framework Agreement), the University implemented the Hay methodology of Job Evaluation in 2006 and undertook an evaluation of each role within the University, assigning it to a Job Family and a Level.

The Hay Evaluation Method consists of three general categories;

a.) Know How

Know how is the sum total of every kind of knowledge and skill however acquired e.g. experience, education, etc. needed for acceptable job performance. Know-how includes three elements;

- Specialised, technical or practical know-how: the basic job knowledge needed.
- Managerial know how: The degree to which the job deals with planning and organising the employee’s activities and coordinating with others.
- Human relation skills: The persuasion and communication skills for motivating, training and developing others.

b.) Problem Solving

Problem solving is the amount of original self-starting thinking required by the job for analysing, evaluating, creating, reasoning, arriving at and coming to conclusions. Problem solving has two elements;

- Thinking environment – defines the degree to which the incumbent is free to develop answers to problems, ranging from day-to-day decisions based on simple memory to those which require creative thinking or long-range strategies.
- Thinking Challenge – defines the complexity and uniqueness of problems and may range from repetitive to highly creative.

c.) Accountability

Accountability is the answerability for action and for the consequences of that action. Accountability has three elements;

- Freedom to act is the degree to which the position can take action without consulting a higher authority.
- Impact on end results is the real effect of the position and the end results, i.e., direct, controlling or primary impact, or an interpretive, advisory, or facilitating role.
- Magnitude is the size of the area in which the job functions, i.e. whole organisation, school, single department etc.