**Trust Handbook: Policies and Procedures** 



Title

Job Evaluation

**Associated Policies** 

Pay Policy (Support Staff) (TPO/STA/08)

REVIEWED: February 2019 NEXT REVIEW: November 2022

## 1. Policy Statement

- 1.1 The Brooke Weston Trust Job Evaluation Policy ensures fairness and equality of pay for support staff roles across its academies. The aim of this document is to outline how the Job Evaluation Scheme will be maintained locally in a robust and equitable manner, and to set out the process for jobs being evaluated.
- 1.2 This policy provides assurance that staff pay is compliant with the Equality Pay Act (1970).

## 2. Who does this policy apply to?

**2.1** This policy applies to all Support Staff across Brooke Weston Trust.

## 3. Definitions

#### 3.1 The Job Evaluation Scheme

**3.1.1** The Trust has adopted the National Joint Council (NJC) Job Evaluation Scheme, which is recommended by the NJC and an Independent Local Government Pay Commission. The Trust has also devised several conventions which are specific to the Brooke Weston Trust which supports the Scheme. These conventions ensure appropriate point scores are achieved under some headings for specific work that might not otherwise score as highly if the context and nature of the Trust's work was not considered.

## 3.2 Job Evaluation (JE) Practitioners

- 3.2.1 The Trust maintains a number of trained staff as JE Practitioners. These are employees of the Trust and should be spread as evenly as possible across all academies and the central team, and across all levels, so that the impact of freeing them up is minimised. To achieve this, the Trust will select staff volunteering to be JE Practitioners based on their ability to fulfil the role of JE Practitioner and the ability of the service to free them up without a significant negative effect on their services.
- 3.2.2 Once trained, JE Practitioners have a requirement to attend refresher training every two to three years to update their practice. Where there are concerns about a JE Practitioners performance JE Practitioners may be asked to complete further training or to stop (either temporarily or permanently) their JE duties. JE Practitioners have a responsibility to maintain confidentiality in all aspects of their work undertaken as a panel member. Appropriate disciplinary action will be applied if otherwise.
- **3.2.3** JE practitioners will be representatives of both the Trust (Management Side Member) and the Trade Union (Union Side Member)

#### 3.3 Job Evaluation Questionnaire (JEQ)

**3.3.1** The JEQ can be found at Appendix 3 and is designed to obtain all the information necessary to evaluate the role. The form should be completed carefully and thoroughly with support from a JE Practitioner.

## 4. Who is responsible for carrying out this policy?

#### 4.1 Trust Board

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**4.1.1** The Board has responsibility to oversee the Job Evaluation Policy and to ensure its associated procedures are in place. This will be monitored through the Remunerations Committee to which this responsibility is delegated.

#### 4.2 Executive Principals and Principals

**4.2.1** The Executive Principals and Principals are responsible for ensuring their teams are aware of the responsibilities within this policy and to support the implementation by releasing staff, where possible, to attend training and support panels. The Executive Principals and Principals are committed to upholding the integrity of the scheme.

#### 4.3 HR Manager

- **4.3.1** The HR Manager is responsible for ensuring the Job Evaluation Policy and its associated procedures are effectively and appropriately implemented. The HR Manager is responsible for ensuring that the processes within the Agreement are monitored and any noncompliance is acted upon.
- **4.3.2** The HR Manager is responsible for ensuring there are an appropriately trained number of JE Practitioners. The HR Manager is responsible for scheduling panels and for ensuring they are convened in line with the principles of partnership working and provide administrative support to the scheme, including retaining records for effective evidencing of decisions, monitoring and audit purposes.
- **4.3.3** The HR Manager is responsible for providing advice and guidance to Principals on the technical aspects of the Job Evaluation Scheme and to provide an initial screening of jobs prior to them being submitted to a panel.

#### 4.4 School-based Admin Staff

**4.4.1** School-based staff responsible for recruitment are responsible for checking that any job submitted for advertising has been evaluated prior to advertisement and for escalating any concerns regarding this with the HR Manager.

#### 4.5 Principals and Line Manager

- **4.5.1** Line Managers and Principals are responsible for ensuring job descriptions and person specifications accurately reflect the required work for activities for the post.
- **4.5.2** Line Managers are responsible for submitting the completed documentation, following authorisation by the Principal and, to avoid any unnecessary delay, to be available to the panel to answer any questions regarding the job being evaluated.
- **4.5.3** Line Managers are responsible for supporting the implementation of the scheme by releasing appropriately trained staff to attend the panels unless such an occasion impacts on service delivery.
- **4.5.4** Where a re-evaluation is required, Line Managers are responsible for agreeing the revised job description, person specification and job evaluation questionnaire with the postholder and, following authorisation by the Principal, submitting for re-evaluation.
- **4.5.5** Line Managers are responsible for ensuring a job has been evaluated in accordance with this Agreement prior to seeking approval to recruit and advertising.

#### 4.6 Trade Union

**4.6.1** The support of the trade unions is critical to the successful implementation of the job evaluation process; trade unions are responsible for working in partnership to evaluate jobs fairly and in accordance with the adopted national scheme.

#### 5. Procedures

#### 5.1 Job Descriptions and Person Specifications Format

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The job description and person specification for every member of staff within the Trust should be in line with the following principles:

- Job Descriptions should be written in the standard Trust format which includes a separate person specification. Templates for these documents are available at Appendix 1 and 2
- Job descriptions and person specifications must be written based on the job that is required to be done and not on the post-holder carrying out the work
- Job descriptions and person specifications must be written based on a competent replacement post-holder, who has just completed their induction into the role. The person specification must not be based on an experienced post-holder or specifically to match the skills of the current postholder
- When writing job descriptions and person specifications particular attention should be paid to
  the person specification to make sure that it reflects all of the essential knowledge, skills and
  other criteria that are required of the job
- Job descriptions should be written in as straight-forward language as possible and should where possible explain any specific technical terms
- Job descriptions and person specifications should use terms consistently
- Where possible generic job descriptions should be used for groups of staff carrying out the same role at least to reflect the core of the job. This is to improve consistency. The Trust generic job descriptions are available on the Trust Website.
- Where using a generic job description to reflect the core duties, it is vital that variations and duties additional to the core description are included
- Where a role is being re-evaluated all job descriptions and person specifications should be agreed between the current post-holder(s) and the Line Manager and authorised by the Principal
- Before submitting a job description, person specification and a JEQ for evaluation, the Line
  Manager must ensure that they are internally consistent (e.g. between the job description and
  person specification so a requirement in the person specification reflects a responsibility
  within the job description) and that they are consistent with other job descriptions within the
  department, academy and Trust
- The HR Manager will develop a library of job descriptions in accordance with this procedure and these will be available on the Trust website

## 5.2 New Posts

- 5.2.1 Any new posts within the Trust structure must be evaluated prior to an advertisement being placed in order that prospective applicants are aware of the correct grade and associated pay scale. The Line Manager will be responsible for completing a Job Evaluation Questionnaire (JEQ) (Appendix 3) with a JE Practitioner for the new job to ensure all of the factor information is recorded.
- **5.2.2** No job will be advertised until the grade has been confirmed. All job descriptions must be submitted to the HR Manager, who will arrange for the role to be evaluated in line with the procedure.
- **5.2.3** The person responsible for recruitment in each school, once the grade has been confirmed, will submit an approval to recruit form in the usual way.
- **5.2.4** Any exceptions to the above will require approval from the Trust HR Manager.

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**5.2.5** BWT will review the grading of any new roles after a period of 1 year in case of any substantial changes to the role.

## 5.3 Existing Posts

- 5.3.1 Where there have been significant changes to a post consideration should first be given to matching to an existing role within the structure. If this is not appropriate, then a re-evaluation should take place. A JE Practitioner will discuss with the line manager whether a new JEQ needs to be completed. A re-grading can result in a lower grade, the same grade, or a higher grade. Where a re-grading results in the down grading of a post then pay protection will apply in accordance with the Trust's Pay Policy.
- **5.3.2** Requests from a staff member for a re-evaluation must be supported by the Line Manager in accordance with organisational need and submitted with approval from the Principal. Where requests are not supported by the Line Manager or Principal then they have the option to have this reviewed by the HR Manager.
- **5.3.3** On submission the post holder and their Line Manager must complete and sign the relevant documentation and produce evidence that the duties of the post have changed significantly, and that the post-holder has the necessary knowledge, skills, training and experience to perform the duties. This must be recorded in the form of a JEQ, completed with a JE Practitioner.
- **5.3.4** The effective date of any change in grade for an existing post-holder will be the date the Job Description is agreed by the Line Manager and post-holder, as indicated on the Request for Evaluation Form (appendix 4).
- **5.3.5** It should be noted that where a staff member has undertaken additional duties for the purpose of personal development the original post is unaltered, and the post will not be considered for regrading. The individual may choose to discontinue the performance of such duties or such duties may be withdrawn following discussion.

## 5.4 Submitting Posts for Evaluation

- 5.4.1 Any request for job evaluation must be requested by completing the Request for Evaluation Form (appendix 4), in full and with the appropriate signatures. All requests must include a job description and person specification in the Trust's format. The template is necessary to ensure consistency and that all relevant information is captured in the job descriptions; jobs submitted in the wrong format will not be accepted and will be returned. Consideration should be given to Job Families Table to ensure there is consistency between levels of role.
- 5.4.2 The Request for Evaluation Form (appendix 4), and all relevant documentation should be emailed to the Trust HR Manager at <a href="mailto:kpithey@brokewetsontrust.org">kpithey@brokewetsontrust.org</a>. Those requiring signature can be scanned in and provided electronically, paper copies will only be accepted in exceptional circumstances.

#### 5.5 Process Following Submission

- **5.5.1** On receipt of the Request for Evaluation Form and supporting documentation, the job will be registered on the central database and issued with a unique Job Reference Number.
- **5.5.2** If required a JE Practitioner will meet with the employee to complete the Job Evaluation Questionnaire, which will then need to be signed off by the employee, Line Manager and Principal prior to submission.
- 5.5.3 The job description, person specification and JEQ will be checked by the HR Manager under Stage 1 of the Job Evaluation process and saved on an electronic file prior to submission to the Job Evaluation Panel
- **5.5.4** Where there are inconsistencies in the above, or factors are missing, the HR Manager will address these issues prior to any of the stages below.

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## 6. Stage 1 – Review by HR Manager

- **6.1** The HR Manager will be responsible for initially screening the job to ensure the following:
  - Job description & person specification are fully completed
  - Job Evaluation Questionnaire is complete
  - Confirm if the job should have been matched to another role that already exists within the structure
  - Check the consistency between the job factors
  - Check the requirements in the person specification reflect the knowledge, training and experience required to perform the duties in the job description
- **6.2** The HR Manager will then inform the employee and the Line Manager if the role is to be submitted to a JE Panel under Stage 2, or if the role should be matched to an existing role within the structure.
- **6.3** Where there are inconsistencies in the above, or information is missing, the HR Manager will address these issues prior to submission to the JE panel.
- **6.4** Where an employee and their line manager do not agree with the assessment of the HR Manager in the case of a role being matched, they can request that this is submitted to the JE Panel, stating their reasons why.

## 7. Stage 2 - Job Evaluation Panel

- **7.1** Where a role cannot be matched within the current structure it will be submitted to a JE Panel. The Job Evaluation Panel will consist of one Management Side Member and one Union Side Member.
- 7.2 Panels will be convened on a monthly basis to consider posts submitted for job evaluation. Each September the HR Manager will inform all JE Practitioners of the dates of the Job Evaluation Panel meetings for the coming academic year and which panels they will be required to attend.
- 7.3 One week before the date of the Job Evaluation Panel meeting the HR Manager will inform all members of the Panel if any roles have been submitted for evaluation, and whether the Job Evaluation Panel needs to meet. If a role is submitted for evaluation less than one week prior to a Job Evaluation Panel Meeting, then this will be rolled over on to the next Panel Meeting.
- **7.4** The Line Manager will be requested to make themselves contactable to the panel on the day the post is being evaluated in order to be able to answer any questions they may have regarding the job.
- 7.5 The panel will evaluate all posts in accordance with the Job Evaluation scheme. On completion the panel members will record their initials on the Job Evaluation Record Form (Appendix 5) together with the decision and the date.
- 7.7 The panel will return the completed form to the HR Manager, who will save on an electronic file, and provide copies to the Line Manager and Principal, confirming the outcome of the Job Evaluation.

## 8. Stage 3 – Appeals Panel

- 8.1 Where the outcome of the Job Evaluation Panel is disputed then a Job Evaluation Appeals Panel can be convened. If the post-holder wishes to appeal the decision, they may only do so with the support of their Line Manager and Principal. Such a request must be made within 1 month of notification of the panel's decision. The request for an appeal must be submitted using the Job Evaluation Appeal Form (Appendix 6) and include why the employee does not agree with the outcome and provide written evidence with regards to specific factors to support this.
- **8.2** An appeal must be based on one or more of the following criteria:
  - The scheme has been wrongly applied e.g. factor levels have been wrongly allocated
  - The Job Evaluation Questionnaire did not provide complete and accurate information

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- **8.3** An appeal cannot be made because the employee disagreed with the pay grade for the role resulting from the job evaluation outcome.
- **8.4** A Job Evaluation Appeals Panel, where at least two of the Panel members will have had no involvement in the original evaluation, will be convened to review the decision of the Job Evaluation Panel.
- **8.5** An appeal can result in a lower grade, the same grade, or a higher grade. In all circumstances the appeal must be based on the original job description and person specification submitted to the panel and not one that has been revised.
- **8.6** The Appeals Panel will inform the HR Manager of the outcome of the appeal by completing the Job Evaluation Appeal Outcome form (Appendix 7). The HR Manager will save this on the electronic file and will write to the Line Manager and Principal confirming the outcome of the Job Evaluation appeal.
- **8.7** The decision by the Job Evaluation Appeals Panels will be final.
- **8.8** A revised job description cannot be submitted for at least twelve months from the date of notification of the outcome to the Line Manager except where there is clear evidence that service needs have changed significantly which impact on the job.

## 9. Policy Review

**9.1** This policy will be monitored as part of the Academy's annual internal review and reviewed on a three-year cycle or as required by legislature changes. Any significant changes to this policy will be consulted on with Tarde Unions.

## **Dates of JE Panel Meetings for 2020**

Date of JE Panel	Date of submission of		Panel Members		
Date of JE Panel	final JE Paperwork	Management	Union		
29-Jan-20	22-Jan-20	Claire Ducker	Tracy Keogh		
26-Feb-20	19-Feb-20	Anna Chambers	Frank Burton		
25-Mar-20	18-Mar-20	Claire Allsopp	Bob Mulholland		
29-Apr-20	22-Apr-20	Tania Wilkes	Tracy Keogh		
26-May-20	19-May-20	Claire Ducker	Frank Burton		
30-Jun-20	23-Jun-20	Claire Allsopp	Bob Mulholland		
29-Jul-20	22-Jul-20	Anna Chambers	Tracy Keogh		
29-Sep-20	23-Sep-20	Tania Wilkes	Frank Burton		
29-Oct-20	21-Oct-20	Claire Ducker	Bob Mulholland		
25-Nov-20	18-Nov-20	Anna Chambers	Tracy Keogh		

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Appendix 1 – Job Description Template

Protection Officer.

IOP DESCRIPTION	DN CONTRACTOR OF THE CONTRACTO	JD no:
JOB DESCRIPTION	JN	וסו טו.
Job Details		
Post Title		
Responsible to		
Purpose of job		
Responsibilities		
1. 2. 3. 4. 5. 6. 7. 8. 9. Individuals in this role in 1. 2. 3.	nay also undertake some of the following:	
Assessment and Repor	ting	
	will be assessed by the Line Manager and as such the [JOB TITLE] will be observe ormally, through the Trust's Performance Development procedures and informal	
Student Care Role		
	Il follow the Trust's procedures for student contact & welfare.	d

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## **Training and Development**

• Training and development will be given to ensure that the [JOB TITLE] is able to carry out their job and will play a full and active part in the performance of the Brooke Weston Trust.

#### Communication

The [JOB TITLE] will:

- seek to respond to work-related matters within the same working day wherever possible
- represent the Trust in a range of situations including communicating and co-operating with persons or bodies outside the school environment

## Discipline, health and safety

All staff share an obligation to maintain good order and discipline among the students and safeguard their health and safety both when they are authorised to be on Academy premises and when they are engaged in authorised Trust activities elsewhere.

#### Hours of work

• The [JOB TITLE] is employed for [hours] per week for [weeks]

## Collegiate responsibility

In addition to the specific responsibilities of this post, every employee of the Brooke Weston Trust will commit to:

- ✓ providing a courteous and efficient service to students and staff at all times;
- ✓ using their influence with other staff and students to promote high standards of behaviour and order within the Academy

## **Performance Management**

The [JOB TITLE] will be subject to the Brooke Weston Trust's Performance Management arrangements as set out in the relevant policies.

The [JOB TITLE] will benefit from an appraisal system modelled on best practice in performance management. They will participate in arrangements for the appraisal of their own performance.

## **Role Review**

This job description sets out the main duties of the post at the time of drafting. It cannot be read as an exhaustive list. It may be altered at any time in consultation with the post holder subject to the CEO's approval.

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Appendix 2 – Person Specification Template

# **Person Specification**

Education and Qualifications	Criteria	Assessment
Commitment to personal/professional development	Е	I
Full driving licence		Α

Experience	Criteria	Assessment
Experience of working in a school setting	D	A/I

Skills and Attributes	Criteria	Assessment
Good communication skills	E	A/I
Ability to work in collaboration with other professionals and also able to work unsupervised	E	A/I

Personal Qualities	Criteria	Assessment
Highly motivated and self-reliant	E	A/I
Enthusiastic and committed	E	I
High standards of professionalism and confidentiality	E	A/I
High standards of personal presentation	E	I I
Demonstrated skills in organising multiple tasks and projects	E	A/I
Reliable with an excellent record of attendance and punctuality	E	A/I
Flexible	E	A/I
Excellent interpersonal skills	E	I
Ability to be reflective and self-critical	E	I
Display calmness under pressure; but remain focussed	E	I
Team player	E	I
To have an understanding of and a commitment to Equal Opportunities within the workplace	Е	I

## Criteria Key Assessment Key

E Essential A Application Form

D Desirable I Interview

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Appendix 3 – Job Evaluation Questionnaire

(please see template on website)



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## Appendix 4 - Request for Evaluation Form

<b>Employee Details</b>				
Full name				
Current job title				
Proposed job title				
Academy				
Line Manager				
Preferred method of communication	Email	Hard Copy		
Reason for Request for Evalu	ation			
1. New post not in T	rust structure			
2. Significant change	es to the current post			
3. Other (please spe	cify details below)			
Confirmation that the follow	ing steps have taken place			
Job Description Include				
Person Specification Included				
Role has been checked against the Job Families table				
Role cannot be matched to another role in the structure				
Verification of the information	on			
Employee name (please print)				
Employee signature				
Line Manager name (please p	rint)			
Line Manager signature				
Principal signature				
Date				

This form should be returned to the Trust HR Manager kpithey@brookewestontrust.org



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Appendix 5 – Evaluation Re	ecord		
School/Trust:			Date of
			Evaluation
Job title:			Evaluation
Panel members:			Result:
Patier members.			
FACTOR	LEVEL	SCORE	REASON FOR SCORE/COMMENTS
1 Knowledge			
2 Mental Skills			
3 Interpersonal &			
Communication Skills			
4 Physical Skills			
5 Initiative & Independence			
6 Physical Demands			
7 Mental Demands			
8 Emotional Demands			
9 Responsibility for People –Well being			
10 Responsibility for Supervision			
11 Responsibility for Financial Resources			
12 Responsibility for Physical and Information Resources			
that Advisory, Policy and Equi Please indicate in the relevant	valent Res <sub>l</sub>	oonsibilities	Equivalent Responsibilities - not a separate Responsibility factor but to ensure s have been taken into account when scoring the Responsibility factors.  Comments Box'
13 Working Conditions			

TOTAL POINTS GRADE
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Appendix 6 – Job Evaluation Appeal Forr	Appendix	6 - Job	<b>Evaluation</b>	Appeal	Form
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Employee	e Details					
Full name						
Job title						
Academy						
Line Mana	ager					
Preferred communic	method of cation	Email			Hard Copy	
Appeal Do	etails					
	_	ppeal. Please indicate whic n process by ticking one or	_	-		relation to the
1.	The scheme has be	en wrongly applied e.g. fac	tor levels	have been v	vrongly allocated	
3.	The Job Evaluation	Questionnaire did not pro	vide comp	lete and acc	curate information	
Appeal in	formation					
Please tick the factors that you wish to appeal against and attach any evidence in support of your appeal.						
1.	Knowledge					
2.	Mental Skills					
3.	Interpersonal / Cor	nmunication Skills				
4.	Physical Skills					
5.	Initiative & Independence					
6.	Physical Demands					
7.	Mental Demands					
8.	Emotional Demands					
9.	Responsibility for People					
10.	Responsibility for S	upervision				
11.	Responsibility for F	inancial Resources				
12.	Responsibility for F	Physical Resources				
13.	Working Condition	S				

Please use the relevant sections overleaf to add additional information, provide examples of, or supply, supporting evidence that you wish to be considered as part of your appeal. Only fill in the factors that you are appealing against and the additional information section at the end if you wish to do so.

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1.	Knowledge
	ooking here at all the knowledge normally required to do the job properly, including any which is essential in background or to the work.
	Mental Skills
	kills include fact finding, analytical, problem solving, and judgmental skills. They also include creative and developmental skills, related to design, handling of people or development of policies and procedures; and planning and strategic skills.
	Interpersonal & Communication Skills
	onal skills are those which involve developing some form of working relationship with others, for example caring skills for ng to their needs, training skills for identifying and responding to learning needs; persuasive, motivating or counselling skills.
4.	Physical Skills
Physical s	kills cover manual or finger dexterity, hand-eye co-ordination of limbs and sensory co-ordination.
_	
5.	Initiative & Independence
takes into	oking here at the scope allowed to the jobholder to exercise initiative, take independent actions and plan own work. This factor account the nature and level of supervision of the jobholder, the level and degree of direction and guidance provided by policies, ts, procedures, and regulations and whether the jobholder works on won or with others.
6.	Physical Demands
	demands cover all forms of bodily effort, for example, standing and walking, lifting and carrying, pulling and pushing; working in positions, bending, crouching, stretching, sitting, standing or working in a constrained position, stamina and strength.

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7. Mental Demands
Mental demands cover mental concentration, alertness and attention, awareness and other forms of work related pressure, for instance, arising from conflicting work demands, interruptions or the need to switch between varied tasks or activities.
8. Emotional Demands
8. Emotional Demands  Emotional demands are those arising from contacts or work with other people. For instance, those who are angry, difficult, upset, or
unwell; or in circumstances such as to cause stress to the jobholder, for example, if the people are terminally ill, very frail, at risk of abuse, homeless or disadvantaged in some other way.
9. Responsibility for People
We are looking here at responsibility for people, which includes responsibilities for the physical, social, economic and environmental wellbeing of any people, other than employees supervised or managed by you.
10. Responsibility for Supervision
We are looking here at the responsibility for training, supervision, co-ordination or management of employees, or others in an equivalent position.
11. Responsibility for Financial Resources
We are looking here at responsibility for financial resources including cash, cheques, debits and credits, invoices, budgets and income, business planning and long term development of financial resources.
12. Responsibility for Physical Resources
Responsibility for physical resources covers all traditional physical resources but also includes manual or computerised information, date and records.

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13. Working Conditions				
We are looking here at your exposure in your job to disagreeable, uncomfortable, or hazardous working conditions arising from the environment or from working with people.				
Additional Information				
Please use this section to include any further information that you would like to include in the appeal but does not fit into any of the above sections, continue on a separate sheet if required.				
Varification of the information by the line manager/Driveinel				
Verification of the information by the line manager/Principal				
Review the employee evidence provided and provide any comments regarding the accuracy of the factual information				
Manager name (please print)				
Manager signature				
Date				
Employee Signature				
By signing the form below you are confirming that the information provided in the form and as additional information is accurate and that you have read and understood the Job Evaluation Appeals Procedure.				
Employee name (please print)				
Employee signature				
Date				

This form should be returned to the HR Manager, kpithey@brookewestontrust.org



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## Appendix 7 – Job Evaluation Appeal Outcome Form

Employee Details				
Full name				
Job title				
Academy				
Appeal Details				
Members of the Appeals Panel				
Date of Appeal				
Appeal Outcome				
Please tick the appropriate box to indicate the outcome of the appeal				
• There are sufficient g	grounds to uphold the appeal			
There are insufficien	t grounds to uphold the appeal			
Please provide the reason for the appeal outcome below:				
Chair of the Panel's Signature				
Chair of Panel (please print)				
Chair's signature				
Date				