

JOB EVALUATION AND BANDING POLICY AND PROCEDURE

Document Reference	HR4.JEB.V3
Document status	Final
Target Audience	All staff other than those in Medical and Dental roles, which are not covered by the NHS Job Evaluation Scheme.
Date Ratified	11 August 2016
Ratified by	Policy Committee
Release date	3 February 2017
Review Date	August 2019
Sponsor	Kath Griffin, Director of Human Resources

Version	Date of Amendments	Author	Update comments
1.0	May 2011	Dennis Little Workforce Development & Education Manager	
2.0	June 2013	Dennis Little Workforce Development & Education Manager	
3.0	August 2016	Dennis Little Workforce Development & Education Manager	

CITY HOSPITALS SUNDERLAND NHS FOUNDATION TRUST

DOCUMENT APPROVAL PROFORMA

Policy Title: Job Evaluation and Banding Policy and Procedure

Policy Number: HR6.JEB.V3

Name of Author: Dennis Little, Workforce Development and Education Manager

Name of Sponsor: Kath Griffin, Director of Human Resources

New Policy: Yes No:

Reviewed Without Amendments: Yes No

Type of Policy: Risk management
 Operational policy
 Operational guidelines
 Mental Health Act
 Human Resource
 Control of infection
 Drugs policy
 Other

Equality Impact Assessment: If this policy has a potential discriminatory impact please record below the person who has informed and involved the sponsor:

Name:

Title:

Date:

NB: It is the sponsor's responsibility to submit the policy through the CHS approval route.

Checklist for the review and approval of the policy

	Is the policy compliant with:	Yes/No	Comments
	Corporate style	Yes	
	Format including duties,	Yes	
	Content; intended outcomes clearly described	Yes	
	Evidence base; key references included and cited in full	Yes	

	Associated documentation recorded	Yes	
	Review/consultation process: List of groups/committees included with the policy	Yes	
	Appropriate stakeholders consulted	Yes	
	Approval: Staff side committee (if appropriate)	Yes	
	Dissemination & implementation: appropriately described	Yes	
	Training: requirements included (where appropriate)	Yes	
	Document control: table updated appropriately	Yes	
	Monitoring compliance/ effectiveness: adequate description and appropriate monitoring	Yes	
	Review date: identified and acceptable	Yes	
	Page numbers: correct with index	Yes	
	Intranet to be updated: Record the date and person responsible		
	Individual approval; Policy author	Date	Sign
	Director of Corporate Affairs: update version control and approval of the process	Date	Sign
	Policy archived		

Committee Approval

Committee which forms the approval process: Policy Committee

Date of approval: 11 08 17

CONTENTS

Section	Page
1 Introduction	6
2 Purpose	6
3 Scope and Duties	6-8
3.1 Board of Directors	
3.2 Chief Executive	
3.3 Director of Human Resources	
3.4 Joint Job Evaluation Leads	
3.5 Divisional General Managers/ Executive Directors	
3.6 Directorate Managers	
3.7 Employees	
4 Definition of Terms	8
4.1 Job Evaluation	
4.2 Job Matching	
4.3 Job Analysis	
4.4 Job Profiles	
4.5 Agenda for Change (AfC)	
4.6 DGM	
4.7 DHRM	
4.8 DM	
5. Re-evaluating Changed Jobs	8-10
6. Appeal Process	10-11
7. Matching/ Evaluating New Jobs	11-12
8. Consistency Checking	12
9. Ongoing Maintenance & Computerised Job Evaluation Records	13
10. Partnership Working	13
11. Trained Matchers/ Evaluators	13
12. Monitoring Compliance/ Effectiveness of the Policy	13
13. Dissemination, Implementation and Training	13-14
14. Consultation, Review and Approval/ Ratification	14
15. References	14
16. Associated Documents	14

Appendices

Appendix 1 Grading Procedure Flowchart (Revised Posts)	15
Appendix 2 Grading Application Form	17
Appendix 3 Matching and Evaluation Panels Question Template	18
Appendix 4 Supporting information for Application to regrade a post	22
Appendix 5 Grading Application Form - Appeal	25

1. **INTRODUCTION**

- 1.1 The Agenda for Change (AfC) agreement requires fairness in line with equal pay legislation. This is a continuing requirement and all posts potentially covered by Agenda for Change conditions will be matched to national profiles or evaluated using the NHS Job Evaluation Scheme (JE) to ensure pay structures are consistent and non-discriminatory.

2. **PURPOSE AND SCOPE**

- 2.1 The purpose of this procedure is to outline the Agenda for Change job matching/evaluation process to:
- Evaluate jobs that have significantly changed since the original JE exercise
 - Evaluate new/proposed new jobs or jobs developed since the original JE exercise
 - Ensure ongoing monitoring and maintenance of the computerised job evaluation records.
- 2.2 It ensures posts will be matched or evaluated using trained job evaluators, either via a full panel with manager and postholder representatives or via a desktop exercise where posts are newly created.
- 2.3 Divisional Management teams (Heads of Service/Directors for Trust Headquarters functions) will be responsible for making initial decisions as to whether to support claims for regrading of existing posts where duties are perceived to have changed by the postholder(s). Where supported they will be processed by the Trust's Job Evaluation Leads.
- 2.4 The procedure ensures that an employee whose request for their post to be re-evaluated is refused will have a right of appeal
- 2.5 This procedure applies to all Trust employees covered by the AfC agreement.

3. **DUTIES**

3.1 **Board of Directors**

The Board of Directors is responsible for ensuring that the Trust has a policy based on relevant legislation, guidelines and NHS best practice standards, to grade posts in a fair and consistent manner.

3.2 **Chief Executive**

The Chief Executive has ultimate responsibility for ensuring that the organisation grades posts via a fair and consistent process, and that this policy complies with relevant legislation, guidelines and NHS best practice standards.

3.3 **Director of Human Resources**

The Director of Human Resources is the nominated Director lead for the management of this policy and is directly responsible to the Chief Executive for facilitating the implementation following consultation with staff side representatives.

The Human Resources department is responsible for:

- Providing advice to managers and employees on the application of this policy
- Monitoring and reviewing this policy as and when required

3.4 Joint Job Evaluation Leads

The Trust's Management and Staff Side Job Evaluation Leads are responsible for leading the operation of this policy within the Trust, providing advice and guidance on its operation and monitoring its use via consistency checks.

They are also responsible for ensuring that the Trust maintains a team of trained management and staff side job evaluators and matchers, in order to carry out such activity.

3.5 Divisional General Managers/ Executive Directors

Divisional General Managers and Executive Directors are responsible for ensuring that up to date job descriptions and person specifications are maintained, which reflect the duties and responsibilities of staff within their areas. They are also responsible for making decisions whether to support individual's requests for their posts to be regraded.

3.6 Directorate Managers

Directorate Managers must seek advice from the JE Leads as to whether proposed changes to existing job duties or person specification requirements will affect the band of the post.

They are also responsible for ensuring that newly developed posts are evaluated under this procedure before proceeding to recruit to them, or for gaining agreement from the JE Leads that posts will not be evaluated e.g. because they mirror a post that has already been evaluated or are a trainee post under annexe U arrangements.

They also need to consider any claims by their staff that their duties have changed significantly, and discuss with the Divisional HR Manager and Divisional General Manager whether to support or reject these claims

3.7 Employees

Are responsible for raising any issues concerning significant changes to their duties and responsibilities with the managers in a timely manner and providing information as requested in support of their claim

4. DEFINITIONS

- 4.1 **Job Evaluation** is a system for comparing the responsibilities of different job roles. It is based on the requirements of the job rather than the skills of the individuals doing the job.
- 4.2 **Job Matching** is the process by which jobs are matched against nationally evaluated NHS job profiles, in order to assess whether they are sufficiently similar to a national role to achieve the same banding outcome.
- 4.3 **Job Analysis** is the process for obtaining specific job information about a particular job role, using different factor headings.
- 4.4 **Job Profiles** are common jobs in the NHS which have been evaluated by the national Job Evaluation team for use by NHS organisations to match their job roles against e.g. Staff Nurse, Office Manager.
- 4.5 **Agenda for Change (AfC)** is the agreement on pay and conditions of service for NHS staff other than very senior managers and medical staff.
- 4.6 **DGM** is the Divisional General Manager of a Division of the Trust.
- 4.7 **DHRM** is the Divisional HR Manager for a Division of the Trust.
- 4.8 **DM** is the Directorate Manager of a Directorate of the Trust.

5. RE-EVALUATING CHANGED JOBS

See Appendix 1 – “Grading Procedure Flowchart”

- 5.1 All jobs change over time, but for most the Job Evaluation outcome will not be affected unless there are significant changes. Where both the jobholder and the manager agree that the demands of the post have significantly changed through for instance, organisational changes, a re-evaluation may be appropriate.
- 5.2 In such situations, the jobholder and manager must submit evidence to demonstrate the significant change in the level of duties and responsibilities attached to the post and provide details of the context of the changed job requirements.
- 5.3 Documentation to be submitted should include:
 - a copy of the new job description and person specification, both of which should follow the approved Trust format
 - A completed Grading Application Form outlining the changes and date from which they have been effective. Regrading requests will not be considered until at least one year has elapsed from the date that the post was last evaluated under the JE Scheme.

- A supporting document outlining the context of the revised duties of the post i.e. evidence of the service changes which have led to the significant change in the duties and responsibilities of the post.

<p>See Appendix 2 – “Grading Application Form” and Appendix 4 – “Supporting Information for Post Re-evaluation Request”</p>
--

- 5.4 This documentation should be signed off by the jobholder, line manager and Directorate Manager (DM) and then submitted to the appropriate Divisional General Manager (DGM) and Divisional HR Manager (DHRM) who will determine whether or not the changes are significant enough to warrant a further evaluation. (For Trust Headquarters posts documentation should be signed off by the relevant Director/Head of Service).
- 5.5 Where the DGM and DHRM agree that a further evaluation is not warranted, the DGM will notify the DM, manager and jobholder in writing, together with the reason(s) for the decision.
- 5.6 Where the DGM and DHRM agree that a further evaluation could be warranted, the documentation will be passed to the Trust JE leads. In forwarding the documentation for evaluation, the Managers must ensure that they have –
- Informed the employee requesting regrading that there is a possibility that the evaluation will result in a lower banding when the post is re-evaluated.
 - Notified the JE Leads of the effects of the increased responsibility for the postholder on other postholders in the team.
- 5.7 The JE leads will determine through review of the documentation and the previous evaluation records, whether or not a re-match or re-evaluation should be arranged and advise the DGM and DHRM accordingly. They will also advise whether the documentation is satisfactory to enable a job evaluation panel to undertake a rematch or re-evaluation of the post.
- 5.8 Where it is agreed by all parties that a re-match or re-evaluation should be undertaken, this will be completed within **2 months** of receipt of the finalised application. Panels should consist of at least 2 trained evaluators with at least one staff side and 1 management side member. Panel members should be from different directorates from that of the job they are evaluating and should not have a ‘vested interest’ in the outcome of the evaluation.
- 5.9 Where a job has changed significantly, there will be a re-match or re-evaluation and the whole job will be assessed, as dealing with only some of the factors could lead to inconsistencies. Panel members will also look at all appropriate profiles which the role could be matched against, not just any which may be suggested by the jobholder.

- 5.10 Jobholders and Managers may be invited to attend the matching/evaluation panel to answer any questions or to clarify information for the panel only where this is considered necessary.
- 5.11 Jobholders will be made aware that all factors will be assessed and may be marked down as well as up. However factors will not be marked down without the panel clarifying with the jobholder and manager and recording their rationale for doing so. Questions and the jobholder/manager's responses will be recorded.

See Appendix 3 – “Matching & Evaluation Panel’s Questions Template”

- 5.12 Following consistency checking by the JE leads, a banding will then be determined and communicated to the jobholder, their line manager and Divisional and Directorate Manager (Executive Director and Head of Service if the role is a corporate function) within **one month** of the panel date. The jobholder will have a right of appeal to the Director of Human Resources should they be dissatisfied by the outcome.

6. APPEALS

- 6.1 In the event that a jobholder is dissatisfied with the outcome of the evaluation panel, they may request a rematch or re-evaluation by a panel with the majority of its members differing from the original panel. Such a request must be made to the Director of Human Resources within **14 days** of notification of the original panel's decision. In order to trigger this mechanism the jobholder must provide written details of either –
- why they believe the process of evaluating the post was unfair, and/or
 - Why the evaluation itself was flawed.
- 6.2 The Director of HR will then make a decision based on the information submitted as to whether there are grounds for convening a different panel to re-evaluate the job. In the event that they do not support the appeal, they will confirm this in writing to the employee, together with their reason(s).

See Appendix 5 – “Grading Application Appeal Form”

- 6.3 Where the Director of HR believes there are reasonable grounds for appeal, a second panel will be arranged within **2 months** of receipt of the appeal by the Director of Human Resources. It will operate in the same way as the first panel, including interviewing the jobholder and line manager where this is considered necessary. The appeal panel may:
- Confirm the same match
 - Confirm a match to a different profile
 - Refer the job for evaluation
- 6.4 The jobholder has no right of appeal beyond the second panel's decision.

- 6.5 Following consistency checking by the JE leads and the Director of Human Resources, the result will be communicated to the jobholder and his/her managers within **one month** of the date of the appeal panel.

7. MATCHING/EVALUATING NEW JOBS

- 7.1 The Job Evaluation Handbook, 2nd Edition, Chapter 10, paragraph 3.7 states as follows:

“It is standard job evaluation practice for proposed new jobs to be matched or evaluated as a desk-top exercise in order that a provisional pay band can be determined for recruitment purposes. This exercise should be carried out by experienced matching or evaluation panel members who will be advised by appropriate management and staff side representative from the relevant sphere of work”.

- 7.2 The JE Leads will first consider a new job based on the job description and person specification to assess whether it is sufficiently similar to an existing post in the Trust to achieve a match to the same profile eg Team Leader post in a different specialty, Specialist Nurse in a different specialty, and where this is the case will match the job via a desktop matching exercise. Where this is not possible, new jobs at CHS will be matched/ evaluated as a desk top exercise by an appropriately trained panel consisting of one management representative and one staff side representative.
- 7.3 This panel will review the proposed job description and person specification and if possible will match this to an appropriate profile. If the panel requires further clarification or has questions, they will refer these to the manager or Directorate Manager.
- 7.4 If the panel is unable to match the job to a profile, they will carry out a desktop evaluation to determine a job score and job band. The outcome will form the provisional pay band for the post. Anyone appointed to the job will be advised of the provisional nature of the pay band.
- 7.5 It will be necessary to allow a reasonable period of time for the job to ‘bed down’ or fully evolve to determine the full demands of the job. Once the full demands of the job are clear it should be assessed using the matching or evaluation procedure as appropriate. Once a jobholder has been in a new post for **one year** the job will be matched/evaluated by a full panel. At this point the job description/person specification will be updated before being submitted to the panel.
- 7.6 The standard procedure will be followed for the matching or evaluation of the new post, including checking that the outcome is consistent with other similar jobs.
- 7.7 The subsequent JE outcome will apply as follows:
- From the date of appointment for new recruits

- From the date the evaluation is completed for existing post holders

7.8 Where a full evaluation of a new job has been undertaken after the time period set out in Section 7.5, this will be treated as an initial evaluation. If the jobholder is unhappy with the outcome, s/he will have a right of appeal, in line with Section 6.

8. CONSISTENCY CHECKING

8.1 All jobs will be subject to consistency checking by the Trust's Job Evaluation leads. The first measure to ensure consistency of matching and evaluation is to follow the agreed procedures. This includes ensuring that:

- All panel members have been trained using the NHS Job Evaluation Scheme in matching or evaluation and in the avoidance of bias.
- Obvious sources of bias have been eliminated (e.g. exclusion by agreement of panel members known to have strong views for or against the job to be evaluated; exclusion of those from the job group being matched or evaluated).
- Where possible there is a 'mix and match' of panel members at successive evaluation sessions with no more than 50% of previous members but preferably at least one core panel member.

8.2 In order to review consistency prior to going to a panel, the DHRM will review the information submitted as part of the Grading Application and check it is consistent with other similar jobs which have already been evaluated and compare this against national profile jobs with similar features.

8.3 Following evaluation/matching the Trust JE leads will consistency check against other similar jobs and other jobs within the department/section to identify any anomalies and the justification for these.

8.4 Apart from initial monitoring by gender, ethnicity and other characteristics of relative job movements up and down the organisational rank order, there will be ongoing monitoring of evaluation of outcomes for new and changed jobs by gender and of the submission and outcomes of appeals. Any gender-related (or ethnicity or other) disparities will be investigated, by the Director of Human Resources, to check whether or not procedures need to change.

9. ONGOING MAINTENANCE AND COMPUTERISED JOB EVALUATION RECORDS

9.1 In order to avoid any challenges to out-dated evaluations, the Equality and Human Rights Commission recommends that organisations carry out ongoing monitoring and maintenance of their job evaluation systems.

- 9.2 Regular pay audits will need to be undertaken to ensure fair and consistent pay practices and to protect the Trust from future equal pay/value based claims.
- 9.3 Intelligent Job Evaluation System (IJES) will be used to record the matching and evaluation of all jobs evaluated within the Trust.
- 9.4 Overall administration of IJES will be carried out by the Management Side JE Lead.

10. PARTNERSHIP WORKING

- 10.1 The partnership working developed with staff side representatives during the implementation of Agenda for Change will continue and staff side representation will be present on all job evaluation/matching panels.

11. TRAINED MATCHERS/EVALUATORS

- 11.1 It is important that staff are able to maintain their matching, analysis and evaluation skills for continuity in the future. There will therefore be a need for refresher training from time to time to maintain skills.
- 11.2 It is also important that new matchers, analysts and evaluators are trained so that there will be sufficient trained practitioners to enable the grading process to continue.

12. MONITORING COMPLIANCE/EFFECTIVENESS OF THE POLICY

AREA FOR MONITORING	METHOD	FREQUENCY	RESPONSIBILITY	MONITORING/A SSURANCE GROUP	LEAD FOR DEVELOPMENT OF ACTION PLAN	GROUP RESPONSIBLE FOR MONITORING ACTION PLAN
Regrading applications received	Workforce Report	Annually	Management Side JE Lead	Executive Committee	Director of HR	Board of Directors
Equality Indicators relating to regrading	Workforce Report	Annually	Management Side JE Lead	Executive Committee	Director of HR	Board of Directors
Equality indicators of AFC workforce	Annual Report	Annually	Deputy Director of HR	Executive Committee	Director of HR	Board of Directors

13. DISSEMINATION, IMPLEMENTATION AND TRAINING

- Dissemination to staff via Team Brief and Intranet update
- Dissemination to Managers via email through Senior Manager Forum
- Addition to HR policies on CHS Intranet
- HR Directorate Briefings
- Training of panel members will be via a nationally accredited programme delivered locally

14. CONSULTATION, REVIEW AND APPROVAL/RATIFICATION

14.1 Consultation

- Human Resources Strategy Group
- Joint Consultative Group
- Executive Board

14.2 Ratification

- Policy Committee
- Corporate Governance Steering Group

14.3 Review

This policy will be reviewed at 3 yearly intervals or such earlier date in response to changes in UK employment legislation, or NHS terms and conditions of employment.

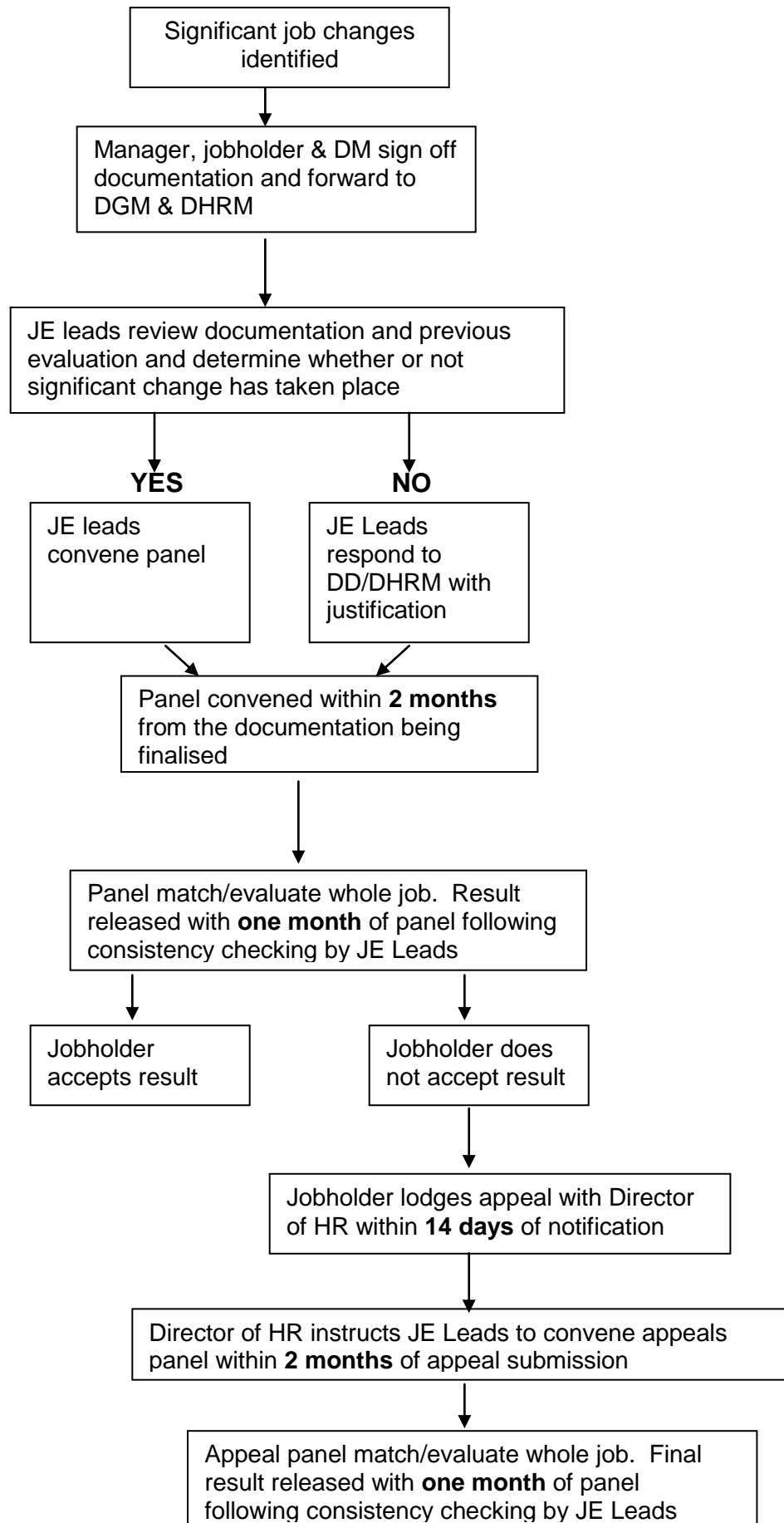
15. EXTERNAL REFERENCES

- NHS Job Evaluation Scheme
- NHS Job Evaluation Handbook
- Equality and Human Rights Commission

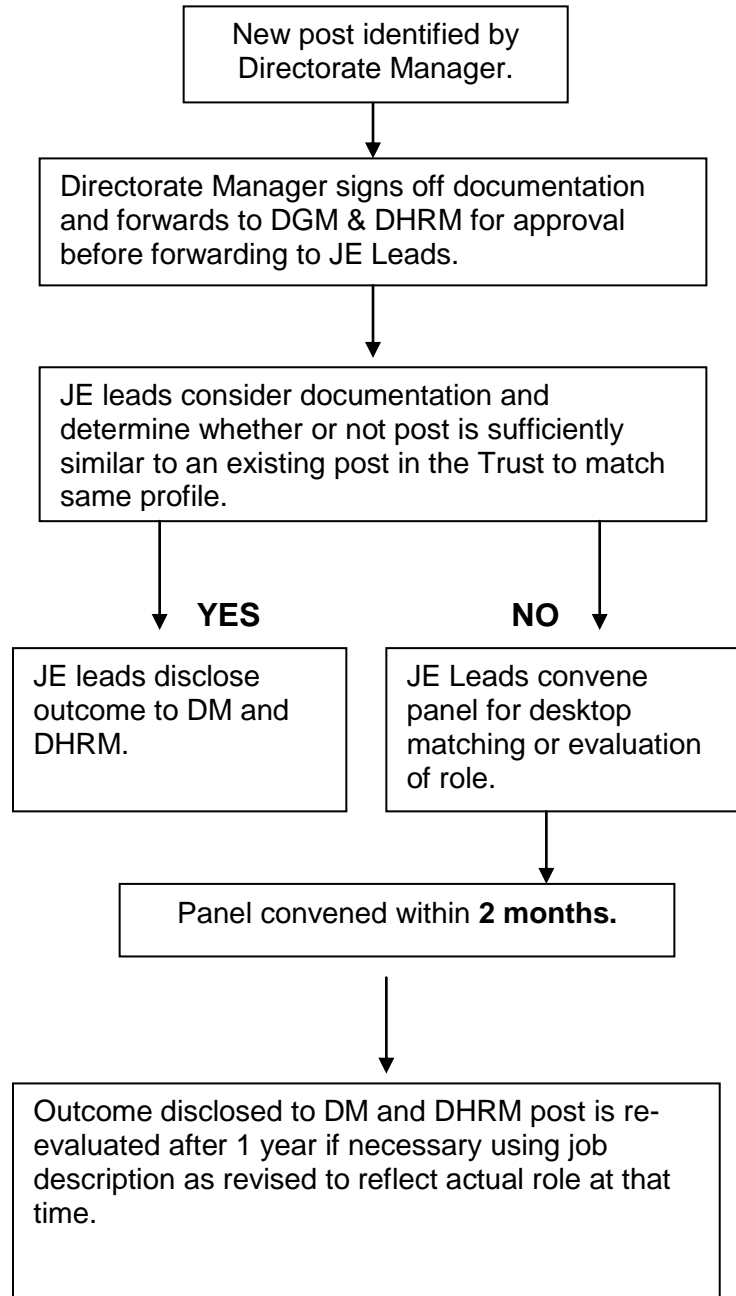
16. ASSOCIATED DOCUMENTS

- Grievance Policy and Procedure
- Equal Pay Policy

Grading Procedure Flowchart (Revised Posts)



Grading Procedure Flowchart (New Posts)



Grading Application Form		
Job ID:		
Job Title:		
Job Statement:		
Suggested Profile:		
Directorate:		
Department:		
Factor:	Rationale for increase in level	Panel notes
1. Communication & Relationship Skills		
2. Knowledge, Training & Experience		
3. Analytical & Judgemental Skills		
4. Planning & Organisational Skills		
5. Physical Skills		
6. Patient/Client Care		
7. Policy/Service Development		
8. Financial & Physical Resources		
9. Human Resources		
10. Information Resources		
11. Research & Development		
12. Freedom to Act		
13. Physical Effort		
14. Mental Effort		
15. Emotional Effort		
16. Working Conditions		
Job Holder(s):	Name(s) & Signature(s):	Date:
Line Manager:	Name & Signature:	Date:
Directorate Manager:	Name & Signature:	Date:

Matching & Evaluation Panels Questions Template

Job Reference Number:	
Job Title:	
Principle Purpose of Job (for Job Statement):	Organisational Chart: 2 levels in both directions:

Check principle purpose of job from JD and immediate working structure with co-opted members.

9 Possible Questions	Responses from Co-opted Members
1. Communication & Relationship Skills. To whom, by what means, what is communicated, complexity, barriers to understanding?	
2. Knowledge, Training and Experience. Primary qualification for job, induction required, practical or further theoretical training required, CPD expected?	
3. Analytical & Judgmental Skills. <i>Facts/situations you consider uncomplicated?</i> <i>Facts/situations you consider difficult / complicated?</i>	
4. Planning & Organisational Skills. Does job require organisation of own time, others, rotas, meetings, other agencies, training, longer term planning?	
5. Physical Skills. Involves driving, keyboard skills, equipment / tools, restraint, injections, manipulation, level of accuracy required?	
6. Responsibility for Patient/Client Care. What is provided to patients/carers – cleaning, food delivery, non-clinical advice, personal care, implement care/treatment packages, assessment of clinical needs, directly provide clinical advice (specialised? expert?),	

clinical technical services?	
7. Responsibility for Policy / Service Development. Comments on policies, proposes changes, implements others', develops policies, for own/beyond own area?	
8. Responsibility for Financial & Physical Resources. Cash, patients' valuables, stock, invoices, equipment (own use / expensive), maintenance, invoices, authorising payments, budgeting?	
9. Responsibility for Human Resources. Day to day supervision, staff allocation, work allocation, discipline, grievance, appraisals, professional/clinical supervision, allocation or supervision of students, core specialist training provision, direct HR functions?	
10. Responsibility for Information Resources. Records own data, store information for others, create databases, formal minutes, introduce new systems, manage information systems?	
11. Responsibility for Research & Development. Participates in R&D led by others, surveys, audits, major part of job, co-ordinates programmes, and impact outside of Trust?	
12. Freedom to Act. Degree and availability of supervision (by whom?), policies and procedures governing work, scope to decide how best to achieve, interpreting guidance?	
13. Physical Effort. Uncomfortable/unpleasant conditions, lifting, frequency and intensity of effort, heights, manipulating objects?	
14. Mental Effort.	

<p>Checks documents, makes calculations, operate equipment, level of intensity and frequency, degree of interruption, detailed reports and diagnosis?</p>	
<p>15. Emotional Effort. Distressing, emotional, frequency (examples), nature, direct exposure?</p>	
<p>16. Working Conditions. Inclement weather, temperatures, smells/ odours, fumes, vibrations, body fluids, infectious, dust, humidity, driving, unavoidable hazards – chemicals/ aggressive behaviour?</p>	
<p><i>General points, which come up during questions?</i></p>	

APPENDIX 4

CITY HOSPITALS SUNDERLAND NHS FOUNDATION TRUST
SUPPORTING INFORMATION FOR APPLICATION TO REGRADE A POST

Current job title	
Department	
Current Job Band	
New title if different	
Detail the significant change in responsibilities that has taken place since the post was evaluated	
Detail the change in service delivery which has necessitated a significant change in the responsibilities of the post holder	
What is the effect of this change on the work of the people immediately above and below the person in the management hierarchy for the department?	
If the Knowledge, Training or Experience requirement for the role has changed, please state why the increased or decreased level is now required to meet the revised responsibilities of the job	
Are the changed responsibilities additional duties and if so why are they being delivered?	
If the new duties were previously the responsibility of another postholder, why has this reallocation of responsibilities been made?	

What effect has this change had on the duties and responsibilities of any other posts in the Trust?	
Please detail any national or professional policy document which supports the case for the significant change in the post holders responsibilities	
Date of new role commencing	
Directorate Manager (Department manager for THQ) Approval	
Divisional General Manager approval and date of approval	
DHRM comments	

Please return completed form to dennis.little@chsft.nhs.uk

APPENDIX 5

Grading Application Form - Appeal		
Job ID:		
Job Title:		
Job Statement:		
Suggested Profile:		
Directorate:		
Department:		
Factor:	Level	Rationale for appeal against this level
1. Communication & Relationship Skills		
2. Knowledge, Training & Experience		
3. Analytical & Judgemental Skills		
4. Planning & Organisational Skills		
5. Physical Skills		
6. Patient/Client Care		
7. Policy/Service Development		
8. Financial & Physical Resources		
9. Human Resources		
10. Information Resources		
11. Research & Development		
12. Freedom to Act		
13. Physical Effort		
14. Mental Effort		
15. Emotional Effort		
16. Working Conditions		
Job Holder(s):	Name(s) & Signature(s):	Date:
Line Manager:	Name & Signature:	Date:
Directorate Manager:	Name & Signature:	Date: