

Snapshot of NEM



NEM is on everyone's mind; you want to understand what it will mean for you and those in leadership roles want to know what it will mean for their people. Significant elements of the NEM policy have been shaped by consultation with you and your families. There are clear benefits to be delivered through NEM, whether in Terms of Service, Accommodation, Pay Reform, or Training and Education, although some of the changes will not be popular with everyone. This month's Snapshot focuses on Job Evaluation; what it is; how it works; and how it is being used to inform NEM pay reform. Within the next edition we intend to focus on the new pay model. ■



The Job Evaluation Process Explained ...

Job Evaluation

Many large organisations make use of Job Evaluation (JE) to inform their pay strategies, and the MoD has used JE since 1970 to deliver a 'consistent and systematic means of defining relativities between jobs'. JE is a very detailed process which examines trades against a set of common questions to enable a relative assessment of 'job weight' of different trades.

Under the current pay system (Pay 2000) JE evidence is used to inform pay banding for Other Ranks by trade and by rank in trade. In addition, JE output for both officers and other ranks is used by the Armed Force Pay Review Body (AFPRB) and Other Government Departments to inform pay comparability work.

JE is conducted by the Joint Service JE Team (JSJET) which currently consists of a C1 Civil Servant as Head supported by 4 WO1 military JE analysts.

The JE scores are determined by an independent judging panel of 3 x OF5s (i.e. Group Captain RAF and equivalent) with one from each Service. ■

The JE Process - How Does it Work for a Full Evaluation?

A detailed analysis is undertaken of how a trade is employed at each rank (this is known as Statistics of Coverage) and this analysis determines how each rank within the trade is sampled. Each job sampled should be representative of a number of other jobs within the same trade at the same rank.

Individual jobs for evaluation are selected by the appropriate trade sponsor and will represent a cross section of experience. Total coverage must amount to a minimum of 70% of the liability for that trade and rank. Typically, coverage of 85%+ is achieved, which ensures that the JE judging has considerable evidence on which to base its decisions.

Each representative job is analysed and a detailed job description prepared for it. Each job is examined against six different elements, known as 'factors', which are assessed independently. Each factor comprises two or more 'dimensions', each of which has a 'level descriptor' which sets out to define and rank the demands made by the job. The factors are:

- Knowledge, skills and experience needed for the post and the range of application required.
- Complexity and mental challenge of the job.
- Judgement and decision-making, and the impact of the job's output on the success of the organisation.
- Use of resources (Personnel, Equipment, Budgets etc); the level of supervision undertaken and the jobholder's influence in the organisation.
- Communication; the level of internal and external communications and their significance.
- Working conditions; health and safety aspects, bodily constraints and physical environment of the job in question.

The levels accorded to each dimension are used to generate a numerical score for the factor by reference to a predetermined Scoring Matrix. Each factor has a different weight within the overall score and the proportion of the overall score generated by each

factor can vary significantly from job to job, depending on its range of duties and its level within the organisation. The scores for each of the factors are added together to produce a job score – known as 'job weight'. Then a Whole Trade Score (WTS) – which is a weighted average score – for the rank/trade is produced based on the Statistics of Coverage.

Thus if one job is representative of 30% of the trade and rank, the resultant job score will make a 30% contribution to the WTS. The greater the percentage covered by a representative job or jobs, the greater the impact on the WTS.

The process itself sounds rather dry but it includes considerable interaction with members of the trade undergoing the JE. This includes JE analyst interviews with personnel serving in representative posts, and 'benchmark visits' where the judges visit a unit or units where there is an opportunity for the trade to 'showcase' itself by demonstrating and explaining the requirements of their jobs.

These visits are invaluable to understanding the nuances contained in the written job descriptions and the judges get a 'real feel' for the trade and the requirements of individual jobs. Service personnel are generally good at selling themselves and what they do and are keen to have a role in a process that affects their pay.

The whole JE process is open, honest and transparent to the trade managers/sponsors and those involved in the process, which is a particular strength. Full judging sessions are formal affairs held in MoD London in front of trade managers and specialist advisors.

The judges have to achieve consensus in their scores for each factor of each job; this can lead to rigorous debate on any contentious issues, demonstrating the very careful consideration that underpins JE scores.

JE outcomes are also used to inform the AFPRB's consideration of pay comparability, which is further informed by periodic scrutiny by external auditors such as Price Waterhouse Cooper (PwC.) The most recent assessment was conducted in 2013. ■

JE & JE Light

When Pay 2000 was introduced there was a full re-evaluation of all trades, which took nearly 6 years to complete. A rolling programme was introduced to update JE data for each trade was introduced, and subsequently amended to focus specifically to re-evaluate trades where there had been significant changes to structure and/or role.

With the arrival of NEM, the primary focus for work became updating JE data in preparation for the new Pay Model. Since then the JE team has completed all the full evaluations that had already been started and introduced a new process entitled JE Light to update the scores of those trades not evaluated in the previous 5 years or so on a case by case basis.

All this activity has been undertaken to ensure good quality JE evidence, with the work programmes agreed with the single Service Pay Colonels, and it will be completed by 28 Feb 15 to enable subsequent decisions by the three Service's Principle Personnel Officers (Air member for Personnel and Capability for the RAF) on where different trades will be placed within the new pay model. The JE Light process focuses on what has changed since the last

full evaluation. The judges are briefed thoroughly on each trade in terms of numbers, structure, training and role.

A one day benchmark visit is undertaken, with the opportunity to speak to trade personnel in depth about their jobs. This information is compared with any historical JE data for that trade. Representative jobs are selected for each rank and the judges make evidence based judgments on variations to the scores for each factor.

This is completed in front of trade managers and specialists. The revised scores for each trade by rank are then passed to the NEM Team.

Under the NEM Pay Model, JE data continues to provide the bedrock of the relative placement of trades within the pay model. Importantly, however, placement will be made on a through-career (TC) basis within trade, rather than by each rank in trade. The TCWTS is calculated in such a way that scores are not distorted by the number of ranks in a particular trade, or the volumes within each rank.

This new (through career) approach will address certain areas of Service personnel dissatisfaction with the current model, including removal of 'flip flop' in Pay 2000 that sees many personnel change several times between High and Low Pay Bands as they promote within their trade. NEM's through-career approach will provide personnel with greater transparency and predictability of through career earnings.

Looking ahead, once this very significant piece of work has been completed, a thorough review of the JE process will be undertaken to determine whether any longer-term changes are required for the process once in the NEM environment. ■

The RAF and JE

The RAF has been proactive in respect of JE with many of the major trades evaluated within the last 5 years or so.

This compares very favourably with some trades across Defence. As a consequence, the number of RAF trades who will be re-evaluated using the JE Light process has been kept to a minimum.

Those trades which have or will be re-evaluated using the JE light process include: Air Cartographer, General Engineer, Musician, ATC, Fighter Control Trades, Intelligence Analysts, Firefighters, Catering Trades, Logs Driver, and Photographer. ■

JE and Me

It is important that you are aware of JE and the manner in which it is used within the pay model as part of your employment in the Service. Where you can make a real difference is if your post is selected as part of your trade evaluation.

Please take the process seriously, fill in your questionnaire accurately and diligently, make time to engage with the WO Analyst who will interview you at length. The content and quality of the final job description gives the evidence for the judges to consider and score accordingly.

If you are unsure on how JE works or seek further information please contact your trade sponsor in the first instance. ■