



Please Note: This policy is currently under review and is still fit for purpose.

Pay Banding Policy

This procedural document supersedes : CORP/EMP 22 v.3 – Pay Banding Policy.



Did you print this document yourself?

The Trust discourages the retention of hard copies of policies and can only guarantee that the policy on the Trust website is the most up-to-date version. **If, for exceptional reasons, you need to print a policy off, it is only valid for 24 hours.**

Executive Sponsor(s):	Karen Barnard, Director of People & OD
Author/reviewer: (this version)	Anthony Jones
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Target audience:	All staff, Trust-wide

Amendment Form

Please record brief details of the changes made alongside the next version number. If the procedural document has been reviewed **without change**, this information will still need to be recorded although the version number will remain the same.

Version	Date Issued	Brief Summary of Changes	Author
4	31 May 2018	<ul style="list-style-type: none"> • Reformatted with additional detailed comment and links to Agenda for Change Handbook and profiles. 	Anthony Jones
3	February 2011	<ul style="list-style-type: none"> • Desk-top matching removed. • Job Description Template amended. • KSF Outlines added at Appendix 4 and the appendices following this have been re-numbered accordingly. • Monitoring & Compliance section added. • Equality Impact Assessment section added. • References section added. 	Keeley Cromwell
2	May 2008	<ul style="list-style-type: none"> • The title of the policy has been changed to reflect the fact that the implementation of agenda for change has been completed and this policy now supports the action required to embed the Job Evaluation Scheme into general practice. • The policy has undergone a major re-write in line with the above policy title principles and will need to be re-read in full. 	Jayne Lang

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1 INTRODUCTION

We are committed to recruiting and retaining employees who are equipped with the knowledge, skills and behaviours to provide the highest standards of service and care to our patients, visitors and colleagues and to enable us to be in the top 10% of Trusts in the country.

We are committed to ensuring that all employees are paid equally for work of equal value and as such apply the principles of Agenda for Change job banding guidance to ensure consistency can be maintained when selecting the correct pay band for roles

2 PURPOSE

The Agenda for Change job evaluation system introduced in 2004 provides a method of pay banding which helps to ensure a fair and transparent system of measuring the demands of posts within the organisation.

This policy sets out the principles and process to be followed for banding a new post and when re-assessing the band of a post which has previously been matched or evaluated. For the full description and method please refer to the [Agenda for Change Job Evaluation Handbook](#).

3 DUTIES AND RESPONSIBILITIES

The Line Manager is responsible for setting the banding of a new post or setting in train the process for considering changing the banding of a current role.

People and OD are responsible for advising managers on policy and procedure and providing any supporting information required.

4 PROCEDURE

4.1 New posts

A new post is a post which has not been in existence within the Trust before.
When a new post is created the manager should:

- Ensure that there is not a generic job description in existence within the Trust that should be used as an alternative to creating a new role
- If a new job description, organisational chart and person specification is required managers must access a suitable [national profile](#) and draft the documentation in line with the suitable national profile.

Once the documentation has been finalised, in line with the above steps, it should be forwarded to the nominated HR Business Partner who will ensure that the band of the post is confirmed through the job banding procedure. The outcome will be confirmed to the manager who will then forward all relevant documentation to the Recruitment Team / Vacancy Control Panel to commence the recruitment process.

4.2 Rebanding

There will be situations where the nature of the duties of a role may expand and develop over time. Managers must be clear that any increase in duties and responsibilities are deemed to be an essential requirement of the role and not provided as developmental opportunities for members of staff. The changes to the role must be a continuing element of the role going forward. In such situations it may therefore be necessary to re-assess the banding for the role.

If a manager is supportive of re-banding a role within their team they must confirm how many members of staff undertake that role and work to the current job description. Managers must also consider any implications on other members of their team or similar posts across the organisation to ensure consistency and fair equitable banding for all.

Managers also have a responsibility to ensure that the organisational structure of their Department is checked with their nominated Financial Accountant. Roles should be banded on the duties, responsibilities and requirements associated with that role.

Availability of funding to support a change in band is entirely separate to the banding process. Where the job evaluation process demonstrates that a job is under or over banded then the Manager will have to decide whether to implement the change of band or whether to make adjustments to the job requirements to bring it back in line with the band being paid. It may be for example that the manager has to change the job so that the higher level duties are removed to bring the banding back down to that which is already budgeted for.

The re-banding process should be in direct response to the requirements, responsibilities and associated duties of the post and should not be in relation to the performance or ability of the employee in the post. Re-bandings are not appropriate to cover temporary duties or temporary responsibilities or inconsistent changes in duties.

A re-band request will only be considered when there has been a significant change to the duties and responsibilities of the post and these have been agreed by the manager and the post holder.

In situations where a manager and member of staff are in disagreement as to whether the changes or developments to the role are significant and warrant a re-band, the following action can be taken. An Agenda for Change trained Staff Side colleague and a member of the People & Organisational Development Team will be asked to review the original job description and person specification and the developments to the role to judge whether the changes are materially of significance to warrant the submission of a re-band. If this does

not result in agreement, then the employee may wish to submit a grievance using the Trusts Grievance procedure.

To submit a formal re-banding request the following jointly (manager and employee) agreed documentation must be provided:

- A revised job description including tracked changes
- An organisational chart including tracked changes if appropriate
- A person specification including tracked changes, form,
- A completed Pay Band Re-Band Application Form signed by manager and all members of staff (Appendix 4)
- Completed additional questions (Appendix 3)

The above documentation should be forwarded to the nominated HR Business Partner. If possible the band will be determined by a matching panel. If this is not possible, job analysis and job evaluation will occur in line with the Agenda for Change Job Analysis Questionnaire (JAQ) process. In the majority of cases both the line manager and post holder will be invited to attend the matching panel to answer any questions the panel may have or clarify any points within the documentation. Where there is more than one post holder the line manager in conjunction with the members of staff involved will nominate a representative to attend the panel.

A Matching Panel constitution must be made up of AfC trained panelists, either 2 staff side colleagues and a management representative or 2 management representatives and a staff side representative. The re-banding outcome will be consistency checked in line with the Job Evaluation handbook.

The employee and member of staff will receive written confirmation via email of the outcome of the process and will be sent a copy of the Matched Job Report for information. The Matched Job Report contains the confirmed band for the role, the overall score, which determines the pay band and the score for each of the 16 individual factors.

Any increase in pay as a result of the re-band process will be backdated to the date the re-banding documentation was submitted. An increase in pay band will be actioned in line with promotional rules outlined in the Agenda for Change Terms and Conditions of Service:

- Members of staff below the minimum of the new pay band will be placed on the bottom of scale and their incremental date reset to the effective date of change
- Members of staff on a point on the existing band which overlaps with a point on the new band will slide across to the new pay band and move up one increment. The incremental date will be reset to the effective date of change
- Those members of staff who are at the top of the existing band will slide across to the new band and up one increment. The incremental date will be reset to the effective date of change

4.3 Appeals

If a member of staff is dissatisfied with the outcome of a re-band request they will have the right of appeal against this decision. In this situation the member of staff, in conjunction

with the line manager, will be asked to complete the Appeal Form (Appendix 6). Any Appeal must be submitted within 3 months of the date the outcome of the matching panel was confirmed to the member of staff and manager. Where it is clear that an appeal cannot be submitted within the three month timescale members of staff can request an extension in which to complete and submit the appeal, this will be reviewed on a case by case basis by the Agenda for Change Leads.

The form will require the member of staff to clearly indicate which of the 16 factors that they are appealing against and the employee will be asked to provide additional supporting information as to why the conclusion of the matching panel is incorrect.

An Appeal Panel will be convened to consider the challenges to the original result. The Appeal Panel will act in a similar way to the Matching Panel but they will only review the factors that the employee has challenged.

The Appeal Panel has the authority to amend the findings of the original Matching Panel if they find that the additional evidence provided warrants an amendment to the original score. It is important to note that the panel can both increase and decrease the score allocated which may or may not have an impact on the overall band for the role.

The Appeal Panel also has the authority to amend a factor that the employee has not challenged if they feel this is appropriate in light of further information and details of the role being discussed. If the Appeal Panel intend to amend the score for a factor the employee has not challenged they must question the employee on the specific factor before amending the original score for this factor.

An Appeal Panel must have the same constitution as the Matching Panel i.e. either 2 staff side colleagues and a management representative or 2 management representatives and a staff side representative. Appeal Panels can only include a maximum of two panel members from the original matching panel the third panel member must be a member of staff not previously involved.

The decision of the Appeal Panel will be subject to the agreed consistency checking process, once finalised the employee and manager will receive written confirmation of the outcome of the process which will include a matched job report.

There is no further right of appeal to challenge the band of the role and a re-band application will not be accepted for the role within the subsequent 12 month period.

4.4 Recording and notifying outcomes

All jobs are allocated an Agenda for Change identification code so that they can be identified and tracked.

Following conclusion of the process and confirmation of the outcome the manager is responsible for completing the necessary change forms or, in the case of new posts, a positions form.

Please note that a position is created on ESR only once the form has been completed by the line manager and then sent to management accounts.

All historical data must be retained in HR, including:

- Any subsequent re-evaluation
- Electronic copies of the job description
- Panel notes
- JEG notes and consistency check

The VCF form will identify whether a role has been job matched to ensure that new / unmatched roles are not advertised before they have been evaluated and are consistent with other comparable roles within the Trust.

Following the conclusion of the process, once the post has been consistency checked and finalised, the member of staff will be written to, informing them of the outcome of the process, the right of appeal and how to appeal and include a copy of the match job report for the role.

To avoid delays to the recruitment process a post can be sent to VCF which has not yet had the banding approved. However, the paperwork should indicate the band has not been confirmed and include the target band for the role. The VCF can then approve the advertisement of the post at a band no higher than the target band indicated.

5 TRAINING/SUPPORT

Line managers who require support in pay banding should speak initially to their HR Business Partner. For staff engaged in Job Evaluation Panels, full training will be provided, and staff who have not received this training should not normally be involved in the process.

6 MONITORING COMPLIANCE WITH THE PROCEDURAL DOCUMENT

What is being Monitored	Who will carry out the Monitoring	How often	How Reviewed/ Where Reported to
Suitability of policy	Director of P&OD	At least every three years, or if legislation changes	Monitor best practice and legal updates if required
Effectiveness of the arrangements	Deputy Director of P&OD, in partnership with Staff Side	Annually	Monitoring information should be analysed and used to review and revise policies and procedures to ensure continuing effectiveness

7 DEFINITIONS

Agenda for Change	Agenda for Change is the national pay system for all NHS staff, with the exception of doctors, dentists and most senior managers.
Job evaluation	A means of determining the banding of posts and consequently staff pay rates. This will apply to all new posts and posts which have significantly changed since they were last evaluated.
National job profiles	The NHS Job Evaluation scheme enables most NHS jobs to be matched to nationally evaluated profiles, based on information from job descriptions, person specifications and additional information.

8 EQUALITY IMPACT ASSESSMENT

The Trust aims to design and implement services, policies and measures that meet the diverse needs of our service, population and workforce, ensuring that none are disadvantaged over others. Our objectives and responsibilities relating to equality and diversity are outlined within our equality schemes. When considering the needs and assessing the impact of a procedural document any discriminatory factors must be identified.

An Equality Impact Assessment (EIA) has been conducted on this procedural document in line with the principles of the Equality Analysis Policy (CORP/EMP 27) and the Fair Treatment For All Policy (CORP/EMP 4).

The purpose of the EIA is to minimise and if possible remove any disproportionate impact on employees on the grounds of race, sex, disability, age, sexual orientation or religious belief. No detriment was identified. (See Appendix 6)

9 ASSOCIATED TRUST PROCEDURAL DOCUMENTS

CORP/EMP 4 – Fair Treatment for All Policy
 CORP/EMP 27 – Equality Analysis Policy
 CORP/EMP 36 - Recruitment and Selection Policy

10 REFERENCES

NHS Job Evaluation Handbook – Sixth Edition, October 2016

APPENDIX 1 – JOB DESCRIPTION TEMPLATE

Job Title:

1. WE CARE FOR YOU

We care because:

- We always put the patient first.
- Everyone counts – we treat each other with courtesy, honesty, respect and dignity
- Committed to quality and continuously improving patient experience.
- Always caring and compassionate.
- Responsible and accountable for our actions – taking pride in our work.
- Encouraging and valuing our diverse staff and rewarding ability and innovation

2. JOB IDENTIFICATION

Job Title: Insert text here

Grade: Insert text here

Department(s): Insert text here

Responsible to: Insert text here

Accountable to: Insert text here

JD Ref No: (for A4C office use)

3. JOB PURPOSE

Insert text here

4. MAIN DUTIES/RESPONSIBILITIES

Insert text here

5. SCOPE AND RANGE

Insert text here

6. PERSONAL ATTRIBUTES

A. Core Attributes

Provide The Safest Most Effective Care Possible

- Demonstrate an understanding of the importance of quality of care
- Be accountable for own actions and those of their team

Develop Responsibly, Delivering the Right Services with the Right Staff

- Have an ability to work efficiently, effectively and professionally in a multidisciplinary team
- Demonstrate that everyone's contribution is valued

Control and Reduce the Cost Of Healthcare

- Work to ensure the care group/directorate improves efficiency and reduces waste
- Demonstrate that you will be open to improving everything that you do

Focus on Innovation for Improvement

- Have an ability to consider and implement new solutions
- Displays networking skills

B. Values Based Behaviours for Leaders

The following characteristics are expected for senior leaders in the organisation:

Strategic Approach

(be clear on objectives and clear on expectations)

- Will always plan and take initiative in the best interest of the patient
- Will make decisions based on the strategic direction of the organisation
- Can make success criteria clear to others and focuses them on what matters most
- Avoid major problems by anticipation and contingency planning

Relationship Building

(can communicate effectively, be open and willing to help, courteous)

- Able to consistently understand and meet the needs and interests of patients
- Can develop joint solutions by use of open questions and listening to others
- Can involve key stakeholder and staff in planning organisational change

Personal credibility

(Is visible, approachable, confident, good role model, resilient and honest)

- Can articulate a compelling vision
- Will consistently deliver on promises and champions DBHs values
- Displays sensitivity to the needs and feelings of others
- Will have a zero tolerance to bad behaviour and actively manage poor performance

Passion To Succeed

(Is patient centred, positive attitude, takes responsibility, aspires to excellence)

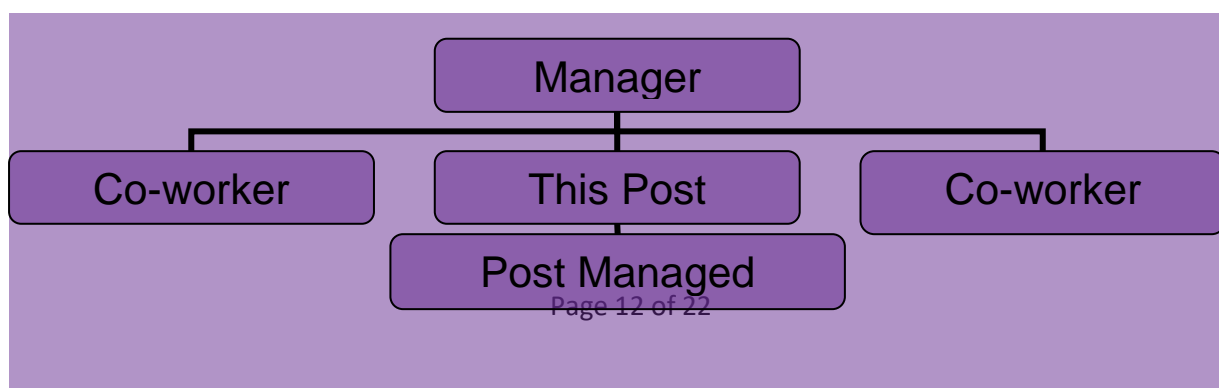
- Will motivate others with enthusiasm and a positive attitude
- Can maintain optimism and sense of humour in stressful situations
- Can infuse pride and joy in work
- Always leads by example by taking responsibility, being compassionate and aspiring to excellence

Harness Performance Through Teams

(Able to develop staff, actively listen and value contribution, give feedback, empower staff and respect diversity, champion positive change, creating a culture without fear of retribution)

- Able to take proactive steps to develop team members using a variety of approaches
- Will involve team members in planning and delivering change
- Matches the needs of activity to available resources
- Seeks out and listens to team members and stakeholders, welcoming warnings or problems

7. ORGANISATIONAL POSITION



8. JOB DESCRIPTION AGREEMENT

Job Holder's Signature:

Date:

Head of Department Signature:

Date:

APPENDIX 1 - SPECIFIC TERMS

- All staff and volunteers working within the trust have a duty to be aware of their own and the organisation's roles and responsibilities for safeguarding and protecting children and young people, and vulnerable adults. You must be competent to recognise abuse, respond appropriately and contribute to the processes for safeguarding, accessing training and supervision as appropriate to your role. The prevention and control of infection is an integral part of the role of all health care personnel. Staff members, in conjunction with all relevant professionals will contribute to the prevention and control of infection through standard infection control practices and compliance with the Trust's infection control policies in order to ensure the highest quality of care to patients. If your normal duties are directly or indirectly concerned with patient care you must ensure you receive sufficient training, information and supervision on the measures required to prevent and control risks of infection.
- You must be aware of and adhere to Health and Safety legislation, policies and procedures, to ensure your own safety and that of colleagues, patients, visitors and any other person who may be affected by your actions at work. You are reminded of your duty under the Health & Safety at Work Act 1974 to take reasonable care to avoid injury to yourself and others; to officially report all incidents, accidents and hazards using the Critical Incident Reporting Procedure; to use safety equipment provided for your protection at all times and to co-operate with management in meeting statutory requirements.
- Maintaining confidentiality of information related to individual patients or members of staff is a very important aspect of your work within the Trust. Failure to maintain confidentiality of such information may constitute a serious disciplinary offence. Staff should also bear in mind the importance of sharing essential information with carers and others, with the consent of each patient. There will also be circumstances where critical risk information will need to be shared with partner agencies, subject to guidance and advice available from your manager. You should remember that your duty, to respect the confidentiality of the information to which you have access in the course of your employment with the Trust, continues even when you are no longer an employee.
- This job description is not intended to be a complete list of duties and responsibilities, but indicates the main ones attached to the post. It may be amended at a future time after discussion to take account of changing patterns of service and management.

APPENDIX 2 – PERSON SPECIFICATION TEMPLATE

Job Title

Assessment Criteria	Essential	Desirable	Identified
Experience	<p>Describe the type and length of experience or on-the job training that is required to gain the experience required</p> <p>For each assessment criteria remember to include:</p> <ul style="list-style-type: none"> Administrative knowledge Clinical/therapeutic/social care knowledge Technical knowledge (including knowledge of equipment) Scientific knowledge Managerial knowledge Knowledge of legislation and codes of practice 	<p>Examples of the type of information a person specification should contain are given below</p> <p>Applying New Technology Seizes opportunities to learn about and implement new technology to enhance personal and team performance</p>	<p>Using the initials as listed at the bottom of the specification, identify how each criteria will be identified, during the recruitment process.</p>
Qualifications/Training	<p>Describe the minimum qualifications/training that are required for this post</p>	<p>Describe additional qualifications/training that are required for the post, but which potentially could be provided /gained whilst in post.</p>	
Interpersonal Skills		<p>Team working Demonstrates clear commitment to the team approach; exchanging ideas and providing support to colleagues</p>	

		<p>Respecting Diversity Seeks to develop an understanding of different groups and individuals and ensures equitable and appropriate treatment for all</p> <p>Communicating in writing Conveys written information clearly and accurately to a wide range of recipients</p> <p>Communicating Orally Speaks confidently, conveying clear messages to a wide range of listeners</p>	
Organisational Skills		<p>Making Decisions Embraces responsibility for identifying sound and effective solutions to a variety of different problems</p>	

Key for 'Identified' : AF = Application form, In = Interview, P = Presentation, REF= References, CERT=Certificates

APPENDIX 3 – ADDITIONAL QUESTIONS FOR MATCHING PANELS

Job Title:	Date of Matching Panel:
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These additional questions should be completed jointly by the post holder and line manager. **The answers should be in the form of examples of the type of work undertaken.** When completed the post holder and the line Manager should sign the form to confirm that the responses are an accurate reflection of the types of duties undertaken. The form should then be submitted to the HR department together with the appropriate job description and organisation chart, person specification, 2 KSF outline documents and cover sheet.

Questions:	Responses from Post holder / line manager:
1. Communication & Relationship Skills. To whom, by what means, what is communicated, complexity, barriers to understanding?	
2. Knowledge, Training & Experience. Primary qualification for job, induction required, practical or further theoretical training required, CPD expected?	
3. Analytical & Judgemental Skills. Facts/situations you consider uncomplicated? Facts/situations you consider difficult/complicated?	
4. Planning & Organisational Skills. Does job require organisation of own time, others, rotas, meetings, other agencies, training, longer term planning?	

Questions:	Responses from Post holder / line manager:
<p>5. Physical Skills. Involves driving, keyboard skills, equipment/tools, restraint, injections, manipulation, level of accuracy required?</p>	
<p>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?</p>	
<p>7. Responsibility for Policy/Service Development. Comments on policies, proposes changes, implements other's, develops policies, for own/beyond own area?</p>	
<p>8. Responsibility for Financial & Physical Resources. Cash, patients valuables, stock, invoices, equipment (own use/expensive), maintenance, invoices, authorising payments, budgeting?</p>	
<p>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?</p>	

Questions:	Responses from Post holder / line manager:
<p>10. Responsibility for Information Resources. Records own data, store information for others, create databases, formal minutes, introduce new systems, manage information systems?</p>	
<p>11. Responsibility for Research & Development. Participate in R&D lead by others, surveys, audits, major part of job, co-ordinates programmes, impact outside of Trust?</p>	
<p>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?</p>	
<p>13. Physical Effort. Uncomfortable/unpleasant conditions, lifting, frequency and intensity of effort, heights, manipulating objects?</p>	
<p>14. Mental Effort. Check documents, make calculations, operate equipment, level of intensity and frequency, degree of interruption, detailed reports, diagnosis?</p>	
<p>15. Emotional Effort. Distressing, emotional, frequency (examples), nature, direct exposure?</p>	

Questions:	Responses from Post holder / line manager:
<p>16. Working Conditions. Inclement weather, temperatures, smells/odours, fumes, vibrations, body fluids, infectious, dust, humidity, driving, unavoidable hazards – chemicals/aggressive behaviour? Frequency of exposure.</p>	

<ul style="list-style-type: none"> • Please see introductory paragraph to the form before signing and returning to the HR Department 	
Signature of Post Holder:	Signature of Line Manager:
Name of Post Holder:	Name of Line Manager:
Date:	Date:

APPENDIX 4 – PAY BANDING RE-BANDING APPLICATION FORM

1. DETAILS OF POST			
Evaluation of a new post <input type="checkbox"/> Re-evaluation of an existing post <input type="checkbox"/> <i>(Tick one)</i>			
Post Title			
Existing Job ID		Present Band	
Name of Post holder			
Department			
2. SUMMARY OF PRINCIPAL PURPOSE OF JOB			
3. REASON FOR PAY BAND REASSESSMENT REQUEST			
Please identify how the responsibilities of this post have changed, and why, indicating how these changes support the delivery of organisational, divisional, business unit or departmental objectives and/or achieve service or efficiency improvements			
<p>It is the line manager's responsibility to email an electronic copy of this form to the nominated HR Business Partner copying in all members of staff that the post covers. By submitting this form the manager is confirming the information is factually correct and a true requirement of the post. The email must include all relevant documentation, failure to do so will result in the email being returned to the manager.</p>			

APPENDIX 5 – APPEAL

Please accept this form as formal notification of my wish for a review against the matching/evaluation outcome of my post.

Post Title			
Job ID		Present Band	
Name of Post holder (s)			
Department			

Please indicate which factors you disagree with the level awarded. For each of those factors challenged please be clear as to the level you feel the post should be matched at and provide detail of the duties / responsibilities that you undertake, please also provide an example of the work you undertake to support the challenge.

Delete as appropriate

1	Communication & Relationship Skills	
2	Knowledge, Training & Experience	
3	Analytical & Judgemental Skills	
4	Planning & Organisational Skills	
5	Physical Skills	
6	Responsibility for Patient/Client Care	
7	Resp. For Policy & Service Development	
8	Resp for Financial and Physical Resources	
9	Responsibility for Human Resources	
10	Responsibility for Information Resources	
11	Resp. for Research & Development	
12	Freedom to Act	
13	Physical Effort	
14	Mental Effort	
15	Emotional Effort	
16	Working Conditions	

It is the line manager's responsibility to email an electronic copy of this form to the nominated HR Business Partner copying in all members of staff that the post covers. By submitting this form the manager is confirming the information is factually correct and a true requirement of the post.

APPENDIX 6 - EQUALITY IMPACT ASSESSMENT PART 1 INITIAL SCREENING

Service/Function/Policy/Project/ Strategy	Care Group/Executive Directorate and Department	Assessor (s)	New or Existing Service or Policy?	Date of Assessment
Pay Banding	People & OD	Anthony Jones	Existing	17 November 2017
1) Who is responsible for this policy? People & OD				
2) Describe the purpose of the service / function / policy / project/ strategy? Read-across policy on how the NHS pay banding guidance is applied in DBTH				
3) Are there any associated objectives? Equal Pay legislation; NHS agreements				
4) What factors contribute or detract from achieving intended outcomes? Effective application of the policy by line managers, HR and Staff Side representatives				
5) Does the policy have an impact in terms of age, race, disability, gender, gender reassignment, sexual orientation, marriage/civil partnership, maternity/pregnancy and religion/belief? No				
<ul style="list-style-type: none"> If yes, please describe current or planned activities to address the impact 				
6) Is there any scope for new measures which would promote equality?				
7) Are any of the following groups adversely affected by the policy?				
Protected Characteristics	Affected?	Impact		
a) Age	No			
b) Disability	No			
c) Gender	No			
d) Gender Reassignment	No			
e) Marriage/Civil Partnership	No			
f) Maternity/Pregnancy	No			
g) Race	No			
h) Religion/Belief	No			
i) Sexual Orientation	No			
8) Provide the Equality Rating of the service / function /policy / project / strategy – tick (✓) outcome box				
Outcome 1 X	Outcome 2	Outcome 3	Outcome 4	
<i>*If you have rated the policy as having an outcome of 2, 3 or 4, it is necessary to carry out a detailed assessment and complete a Detailed Equality Analysis form – see CORP/EMP 27.</i>				
Date for next review: November 2020				
Checked by: John Scott			Date: 17 November 2017	