

Chief Officers
Job Evaluation Scheme
and Procedure

January 2026

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1. Chief Officer job evaluation scheme

- 1.1 The Council's Chief Officer job evaluation scheme is a systematic, consistent and fair approach to determining the hierarchy of jobs which make up the Council's pay and grading structure. It is a fair, transparent process, free from discrimination, and complies with equal pay legislation.
- 1.2 The Council uses the LGA scheme for its Chief Officer job evaluations. This is a bespoke scheme, developed specifically by the Local Government Association, which is widely used by local authorities and other public bodies.

2. Scope

- 2.1 This scheme and process are to be used only for Chief Officer roles.
- 2.2 Most Council roles are evaluated using the NJC job evaluation scheme. This scheme has a 30-point difference between the start of each grade, and it ends with SM2 grades being awarded to all roles scoring 770 points or more.
- 2.3 Any NJC role which scores higher than 800 points should therefore also be evaluated under the LGA Chief Officer scheme. The LGA have advised that if the job is a true Chief Officer role, it will then generate a score under the LGA scheme. If it fails to meet the LGA benchmark, the role will remain graded as SM2 under the NJC scheme. This provides a fair and transparent means of identifying roles that are Chief Officers and those that are not.
- 2.4 Some roles may be evaluated under the LGA scheme at the outset, where there is a strong indication that it is a Chief Officer role.

3. Job Evaluation Procedure

3.1 Reasons to evaluate a job

Jobs need to be evaluated in a number of situations:

- when new posts are created
- where amendments are made to job descriptions as part of reviews/restructures or as a result of employee or management instigation

3.2 Job evaluation procedure

Job evaluation is carried out by a panel of 2 trained evaluators, normally from the HR Team.

The panel assess the job against the LGA job evaluation scheme (Appendix 1) and our local conventions (Appendix 2). A grade can then be determined using the points to pay line set out in Appendix 3.

In order to carry out an evaluation, the panel must be provided with the following documents by HR/the manager (not the postholder) which should provide a full understanding of the role and how it relates to the job evaluation criteria:

- A job description and person specification
- A completed job evaluation questionnaire
- A current (and if appropriate, proposed) structure chart
- A rationale for the changes that are being made, with any other useful context or supporting information

The panel may also need to liaise with the relevant manager to clarify details of the job role and address any job description/person specification anomalies.

It is important to emphasise that the job evaluation procedure scores the component parts of a job as laid down in the job description and any other documentation (e.g. questionnaire, person specification, structure chart), not the person doing the job. It is not a reflection of the strengths or areas for development of a person doing the job.

The panel score the job against the LGA scheme and complete the JE scoresheet setting out their rationales (Appendix 4).

The evaluators upload the scores to the job evaluation spreadsheet and allocate a JE reference.

They then contact the Assistant Director of People and Inclusion to advise the job is ready to be moderated and provide copies of the scoresheet, job description, questionnaire, structure chart and any other supporting documentation that the evaluators were provided with.

4. Moderation and Implementation

- 4.1 All Chief Officers jobs are moderated by the Assistant Director of People and Inclusion and UNISON Branch Secretary (or by a nominated representative who has not been involved in the evaluation).
- 4.2 The information on the Chief Officer JE database is considered along with the job evaluation scoresheet, job description, questionnaire, structure chart and any other supporting documentation that was shared with the evaluators.
- 4.3 The scores are considered against the scheme and local conventions, and they are also benchmarked against other Chief Officer roles.

- 4.4 The Assistant Director of People and Inclusion then informs the evaluators of the moderation outcome, which could be that they confirm the score or amend it. Prior to be able to do this, the moderation panel may request further information or clarification.
- 4.5 The Assistant Director of People and Inclusion updates the scoresheet (Appendix 4) and also the Chief Officer JE spreadsheet with the outcome and a detailed rationale for any changes.
- 4.6 The evaluator, or appropriate HR representative, will advise the manager of the outcome of the job evaluation process.

If the grade remains the same, the manager will notify the employee. If the grade changes, the HR representative will notify the HR Operations Team, who will issue a letter to the employee advising them of the outcome and update iTrent.

- 4.7 Once employees have been notified of a job evaluation outcome, they have 10 working days to appeal.
- 4.8 The effective date of implementation of a job evaluation should be either:
- The effective date of the restructure; OR
 - The date of submission for a regrade; OR
 - In cases where an honorarium has been paid, the first of the month after the new grade has been confirmed through moderation at which point the honorarium would cease.
- 4.9 Once an employee has accepted a post after advertisement at a particular grade, they cannot apply for the post to be re-evaluated within 12-months unless there is a genuine change of duties supported by the Executive Director.

Unless there is a restructure, a genuine change of duties supported by the Executive Director or the employee is appealing as they feel an equivalent post is paid higher, existing posts will not normally be re-evaluated within 12-months of a previous evaluation.

5. Appeals

5.1 Grounds for appeal

If an employee is dissatisfied with the outcome of their job evaluation they can appeal, providing their appeal is submitted within 10 working days of the date of the letter detailing the results. Appeals must be based on the following grounds:

- The scheme/process has been wrongly applied e.g. factor levels have been wrongly allocated; the evaluation panel has failed to follow

guidance etc. A job of equal value/carrying out like work is more highly graded/paid.

- The job has been matched to a generic role and now the job has changed, i.e. the role is significantly different from the evaluated generic role.

Appeals will NOT be accepted:

- If they relate to an opinion about the suitability of the scheme in general to measure the characteristics of any given job
- If they are related to pay only

5.2 Appeals panel composition

The appeals panel will comprise of 1 HR representative and 1 trade union representative.

Both members of the panel will be trained in the operation of the Chief Officer job evaluation process.

If the HR representative or TU representative carried out the original evaluation or moderation, they cannot be on the panel that considers the appeal.

5.3 Appeals process

Submission of the appeal:

- Employee completes an appeal form (see Appendix 5) with evidence to support their claim and sends it to their HR representative. No further evidence can be submitted after this point.
- The appeal must be submitted within 10 working days of receiving their job evaluation results.
- HR representative checks the right of appeal (see 5.1 above).
- HR contact the line manager and ask them to complete the manager's statement/comments. This involves providing evidence in line with the criteria set out in the scheme. This should generally be done within 2 weeks.
- Manager to complete the form and return to HR and also provide a copy to the employee.
- The appeal will be heard whether or not the manager supports it.
- If the post is generic, HR will identify the individuals that form part of the generic group and notify them by letter that an appeal has been submitted.
- Completed appeal documentation (appeal form with manager's comments, job description, person specification, structure chart, additional information supplied, original evaluation paperwork) will be sent to the HR Business Management Team for processing.

Proceeding with an appeal:

- HR Business Management will arrange an appeals panel and confirm the date and time to the employee.
- Employees will be given the opportunity to attend their appeal to present their evidence to the panel and answer any questions. Where there is a joint appeal, the employees will be asked to send a representative group to attend the appeal.
- Managers are required to be available to answer questions of the Appeal Panel either over the telephone or by attending the Appeal if requested by the panel
- Appeal documentation will be sent out to the Panel members in advance of the hearing.
- No additional evidence will be allowed to be presented at the appeal on the day of the appeal, unless this is requested by the panel.
- If managers are asked to attend appeal they must respect the employee's point of view.
- Appeal meetings will be conducted as informally as possible, and employees should ensure that all relevant information is shared with the panel prior to them leaving the hearing.
- The panel may find it necessary to ask the employee or manager/head of service further questions during their deliberations. If this is the case all parties will be invited back to attend or, if the manager was not present, the panel may contact them by telephone.
- Should the panel feel it appropriate to review any criteria which have not been appealed, additional evidence should be obtained during the hearing from the employee and manager.
- The panel will update the Chief Officer JE database with the outcome and a detailed rationale for any changes. They will also advise HR Business Management.

Appeal outcome:

- The appeals process will result in either:
 - An increase in grade
 - No change in grade
 - A decrease in grade
- The decision of the appeal panel is final; there is no further right of appeal.
- The panel will make every effort to reach a consensus decision on the outcome of the appeal based on the information presented. Should the panel fail to agree then the decision will be accelerated to the Assistant Director of People and Inclusion and Branch Secretary of UNISON. Submissions from both points of view should be made to the panel who will then make a decision. Following the appeal the HR representative on the appeals panel will ensure that the results are notified to HR Business Management.
- In the case of a generic job the outcome of any appeal will affect the whole relevant work group i.e. not just the individual who is submitting the appeal. Therefore, if the grade of a generic job goes down at appeal it will similarly affect all other post holders in that job, unless it is decided that the job is unique and no longer generic.

Notification of Outcome:

- HR Business Management will record the results of the appeal and notify the appropriate HR representative of the results of the appeal, with a rationale, as soon as possible after the appeal.
- The HR representative will ensure that the employee is notified of the result as soon as possible and will write to them and other affected employees for a generic job as soon as possible following the appeal.
- The HR representative will ensure the necessary updates are made to personal files and i-Trent.
- Any changes in grade will be effective from the effective date of the original job evaluation or restructure if relevant.
- Should there be a reduction in grade, [Local Conditions of Service: Section 3 - Salary and Grading Provisions](#) provides guidance on eligibility for pay protection.

Appendix 1: LGA Chief Officer Job Evaluation Scheme

Criteria 1 – Knowledge requirement

		Breadth of Knowledge required for the role (Breadth of know ledge that has to be applied together w ith the extent of planning and integration required)				
		1	2	3	4	5
		Specialist and substantial know ledge of discipline. Planning/delivery of specialist w ork area	Complete range of know ledge across a service/function area. Planning delivery of entire service	Integration across functions and/or services within the council and associated organizations or partnerships. Involved in corporate planning	Integration of diverse functions within the council and w ith associated organizations or partnerships. Strategic planning across entire range of council services	Integration and planning across the w hole council, and betw een the council and other organisations.
Depth of knowledge required for the role						
1	Professionally accredited or equivalent know ledge obtained through practical experience	1	2			
2	Professionally accredited or equivalent know ledge obtained through practical experience w ith significant applied experience	2	3	4		
3	In depth diverse expertise together w ith significant managerial experience.	3	4	5	6	
4	In depth diverse expertise together w ith combined w ith extensive senior managerial expertise.		5	6	7	8

Criteria 2 – Creative thinking required/policy direction involved

		Level of discretion					
		1	2	3	4	5	
		Managerial guidance, policy and procedures available. Focus primarily on one operational area	Senior manager level guidance available w ork within corporate policy, operational procedures must be developed and adapted. Focus on an entire function or service area	Guidance only from most senior managers and elected members. Contribute to development of corporate policy w ithin strategic policy framew ork. Focus on diverse areas of organisations activity	Guidance primarily fromelected members, developing strategic direction of entire organization. Focus on entire organisation	Guidance only from elected members and/or legislation high level strategic development and integration across the entire organisation	
Nature and Level of Challenge (complexity of challenge and need for innovative thinking)							
1	A range of interrelated issues requiring innovative thinking and response to find a solution in one operational area	1	2				
2	A range of related and unrelated issues requiring innovative thinking and response to find a solution in one function/service area	2	3	4			
3	A diverse range of related and unrelated issues across more than one function requiring innovative thinking to develop a solution	3	4	5			6
4	Highly complex issues requiring significant interpretation or extension of existing policy, across more than one department/service area.		5	6			7
5	Challenging and highly complex situations w ith uncertain outcomes requiring the initiation and development of new policy impacting on the w hole organisation.				8	9	

Criteria 3 – Impact on people/organisation(s)

		External influencing requirement				
		1	2	3	4	5
		Role mostly focused on the provision of internal services with limited external liaison	Regular external contact required for the ongoing management of a range of service, supply and partnership relationships	Management and development of external relationships of significant importance to the Council.	High level contact with public and other external bodies to discuss negotiate and resolve controversial issues that impact on the council	High public visibility and negotiation with external partners/ stakeholders on significant and controversial matters relating to the whole council
Managerial (internal organisational) influence required						
1	Small team or full line management of small team, or impact across more than one department	1	2	3		
2	Full line management of a number of teams, or impact across all departments	2	3	4	5	
3	Full line management of a department or large business unit. Or significant impact across all departments		4	5	6	7
4	Full responsibility for the entire work force				7	8

Criteria 4 - Responsibility for resources

			Type of responsibility for managing resources		
			1 Advisory/indirect	2 Shared accountability with colleagues, partners, contractors etc	3 lead responsibility or direct accountability
Size of budget/resources managed					
		Indicative Revenue Budget (% of GRE)			
1		Less than 1 %	1	2	3
2		1% – 5 %	2	3	4
3		5% – 20%	3	4	5
4		21% – 40%	4	5	6
5		41% – 70%	5	6	7
6		70% - total GRE	6	7	8

Scoring Matrix

	<i>Factors and points per level</i>			
Level	Knowledge	Creative thinking and policy direction	Impact on People	Responsibility for resources
1	120	40	40	40
2	240	80	80	80
3	360	120	120	120
4	480	160	160	160
5	600	200	200	200
6	720	240	240	240
7	840	280	280	280
8	960	320	320	320
9	-----	360	-----	-----

When scoring it is possible to put a 'plus' or 'minus' onto any of the sub factor levels; for the '*knowledge*' factor this has the effect of adding or subtracting 30 points to the score. In all other factors add or subtract 10 points. The exception to this is: level one in any factor cannot be subject to a 'minus'.

Appendix 2: Bury Council Conventions

These conventions are guidelines/benchmarks to be used in conjunction with the scheme. They are designed to ensure consistency across the directorates. There will also be exceptions.

Levels can be plus or minus but no minus for level 1.

Knowledge (+ or – 30 points each)

Depth of understanding - Depth of knowledge required including both technical and managerial experience. Knowledge can be gained and demonstrated through experience and acquired.

- 1 Fully qualified/equivalent professionals with practical experience
Operational Leads/Specialists
- 2 Fully qualified/equivalent professionals / significant experience
Heads of Service/Strategic Leads
Council Expert in a single subject matter
Wider Remit (Plus)
- 3 In depth diverse expertise with significant management experience
Director
Assistant Director (Minus)
Wider Remit (Plus)
- 4 In depth diverse expertise with combined extensive senior management expertise
Executive Directors
Chief Executive (plus)

Breadth of knowledge and extent of planning and integration - Breadth of knowledge considered against the service/functions and the Council as a whole.

- 1 Specialist/Substantial knowledge of discipline and planning/delivery of specialist work area
Operational Leads/Specialists
- 2 Complete knowledge across a service/function
Heads of Service (Plus)
Strategic Leads
- 3 Integrated functions/services/associated partnerships – corporate planning involvement
Director (plus)
Assistant Director (minus)
- 4 Integration of diverse functions within council/associated organisations/partnerships
Strategic Planning across entire council
Executive Director (Plus for joint roles/wide remit)
- 5 Integration and planning across whole council and between council and other organisations
Chief Executive

Creative thinking/policy direction (+ or – 10 points each)

Nature and Level of Challenge – Complexity of challenge and the need for innovative thinking taking into account situations, actions and decisions taken. Takes into account creativity required and the environment/impact of decisions taken.

Minus – narrower area

- 1
- 2 Operational Leads/Specialists
- 3 Assistant Director (plus)
Head of Service
Strategic Lead
- 4 Director
- 5 Chief Executive
Executive Director (minus)

Level of discretion – Identifies and focuses on levels of decisions taken and the impact across the organisation.

Plus - joint working across 2 organisations/guidance from elected members/wide remit/stat officers

- 1
- 2 Head of Service (plus)
Strategic Lead (minus)
Operational Leads/Specialists (minus)
- 3 Directors/Statutory Officer Directors (plus)
Assistant Director (minus)
- 4 Executive Directors (minus)
- 5 Chief Executive

Impact on People/Organisation – (+ or – 10 points each)

Looks at managerial influence in terms of size of teams managed coupled with the role postholder have in managing and developing relationships with external bodies and the impact this relationship has on the Council.

Recognises numbers of staff managed and impact postholder may have with external bodies.

Managerial – (internal organisational) influence

Plus – posts with full joint responsibility across 2 organisations (ie all aspects of their role are joint)

- 1 Small team or full line management of small team or impact across more than one department
- 2 Full management of number of teams or impact across all departments
Heads of Service - narrower remit
Strategic Leads

- 3 Full management of a department or large business unit or significant impact across all departments
Executive Director (plus)
Directors/Assistant Directors
Heads of Service (minus)
- 4 Full responsibilities for entire workforce
Chief Executive

External Influencing requirement

- 1 Internal services – limited external liaison
- 2 Regular external contact for ongoing management of a range of services, supply and partnership relationships
Heads of Service (plus)
Strategic Leads
Operational Leads/Specialists
- 3 Management and development of external relationships of significant importance to council
Assistant Director (but with a wider range than normal would be a plus)
- 4 High level contact with public and other external bodies – discuss, negotiate and resolve controversial issues impacting on the council
Executive Directors
Directors (minus)
- 5 High public visibility and negotiation with external partners/stakeholders on significant and controversial matters relating to whole council
Chief Executive

Responsibility for Resources (+ or – 10 points each)

Size of budget/resources managed – Indicative Revenue Budget (% of GRE)

Type of responsibility for managing resources.

Scored at highest level taking into consideration amounts managed.

Size of Budget/Resources Managed

2025/26 Quarter 1 Forecast Outturn		
	Revised budget £m	Forecast outturn £m
Directorate:		
Health and Adult Care	£97.154	£99.096
Children & Young People	£64.532	£67.549
Corporate Core Services	£30.618	£31.365
Non-Service Specific	£31.522	£29.965
Place	£14.509	£14.509
Housing General Fund	(£0.079)	(£0.079)
Net Revenue Budget	£238.257	£242.405

- 1 less than 1%
- 2 1-5%
- 3 5-20%
- 4 21-40%

5	41-70%
6	70+

Responsibility for Managing Resources

1	Advisory/Indirect – Corporate Core budgetary advisory roles Head of Service
2	Shared accountability with colleagues, partners, contractors etc Directors/Assistant Directors
3	Lead responsibility or direct accountability Chief Executive/ Executive Directors

Appendix 3: Chief Officer Points to Pay Line

Grade	Min JE Points	Max JE Points
Band E (former H)	1311	-
Band D (former F)	1066	1310
Band C (former D)	866	1065
Band B	720	865
Band A	650	719

Appendix 4: Chief Officer Job Evaluation Scoresheet

JOB DETAILS

Department	
Service	
Job Title	
Existing JE Ref (if appropriate)	
Existing Grade (if appropriate)	
Manager	

JOB EVALUATION PANEL

Job evaluation date	
Job evaluation panel members	
New JE Reference	

MODERATION PANEL

Moderation date	
Moderation panel members	

SCORES

[illegible]

Creative thinking required/ policy direction involved (including the level of discretion that can be applied plus the nature and level of challenges faced)										
Impact on people/ organisation(s) (both internal and external)										
Responsibility for resources (including size of budget)										
Total Score										
Grade										

Appendix 5: Chief Officer Job Evaluation Appeal Form

PERSONAL DETAILS

Name	
Job Title	
Department	
Service	
Email address	
Contact phone number	

GROUND'S FOR APPEAL (✓ as appropriate)

The grade does not accurately reflect my job role	
An equivalent job is more highly graded/paid (please attach all relevant information to enable your job to be compared).	

Please provide evidence to support your appeal

CRITERIA	EVIDENCE - EMPLOYEE	EVIDENCE - MANAGER
Breadth and depth of knowledge required for the role		
Creative thinking required/ policy direction involved (including the level of discretion that can be applied plus the nature and level of challenges faced)		
Impact on people/ organisation(s) (both internal and external)		
Responsibility for resources (including size of budget)		

It should be noted that the Appeals Panel can review other criteria should they decide the information supplied has a wider impact.

Declaration -

Employee:

I confirm that all the information given is accurate and that I have read the Appeals Procedure

Signed: _____ Date: _____

Manager:

I confirm that, having read all of the evidence:-

I support/do not support the appeal as per my evidence above

Signed: _____ Date: _____

The logo for Bury Council, featuring the word "Bury" in a large, white, sans-serif font, with the word "Council" in a smaller, white, sans-serif font directly beneath it. The logo is centered on a bright yellow background. There are grey decorative elements in the corners: a rounded rectangle in the top-left and another in the bottom-right.

Bury
Council