



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

Job Evaluation

An introduction to job evaluation and relative job value

Understand how job evaluation uses evidence about required work to support consistent relative job value decisions. Explore EVALUATE, compare fictional role information and distinguish evaluation, market pricing and individual contribution before considering scheme design or implementation.



01 DAY

Introductory taster

IN-HOUSE

Your people. Your context.

PRACTICAL

Explore, discuss and apply

A PRACTICAL STARTING POINT

Understand the topic. Try it in practice.

Titles, market salaries and the reputation of a job holder can all influence assumptions about a role's value. Job evaluation requires a clearer account of the work itself. This introductory workshop examines that discipline, helping participants ask useful questions about role evidence, consistent comparison, calibration and the governance of grading decisions.

Introduce the EVALUATE framework and the distinction between job value, market pay and individual contribution. Participants examine fictional job profiles, identify evidence gaps and practise explaining a comparison, while recognising the trained judgement and specialist review needed for consequential evaluation and implementation.

WHO IS IT FOR?

HR practitioners, reward colleagues, managers and organisation design team members who need an introductory understanding of job evaluation, role evidence and grading governance. No previous evaluator training is required.

BY THE END OF THE DAY, PARTICIPANTS CAN:

- 01 Separate related decisions**
Explain the difference between relative internal job value, external market pricing and individual contribution using a realistic role and reward example.
- 02 Describe required work**
Identify useful job information about purpose, accountabilities, decisions and demands, separating permanent responsibilities from title, incumbent reputation or temporary additional duties.
- 03 Recognise method choices**
Describe introductory differences between matching and analytical comparison, identifying questions that a trained scheme owner should consider before choosing a suitable method.
- 04 Identify evidence gaps**
Review fictional job profiles and identify missing or contradictory information that should be resolved before an evaluator compares responsibilities or required work demands.
- 05 Explain the comparison**
Use supplied role evidence to explain a limited comparison, acknowledge uncertainty and identify where calibration or specialist scheme interpretation would be required.
- 06 Outline sound governance**
Identify ownership, calibration, review and appeal questions that need resolution before job evaluation findings are connected to grades, pay or implementation arrangements.

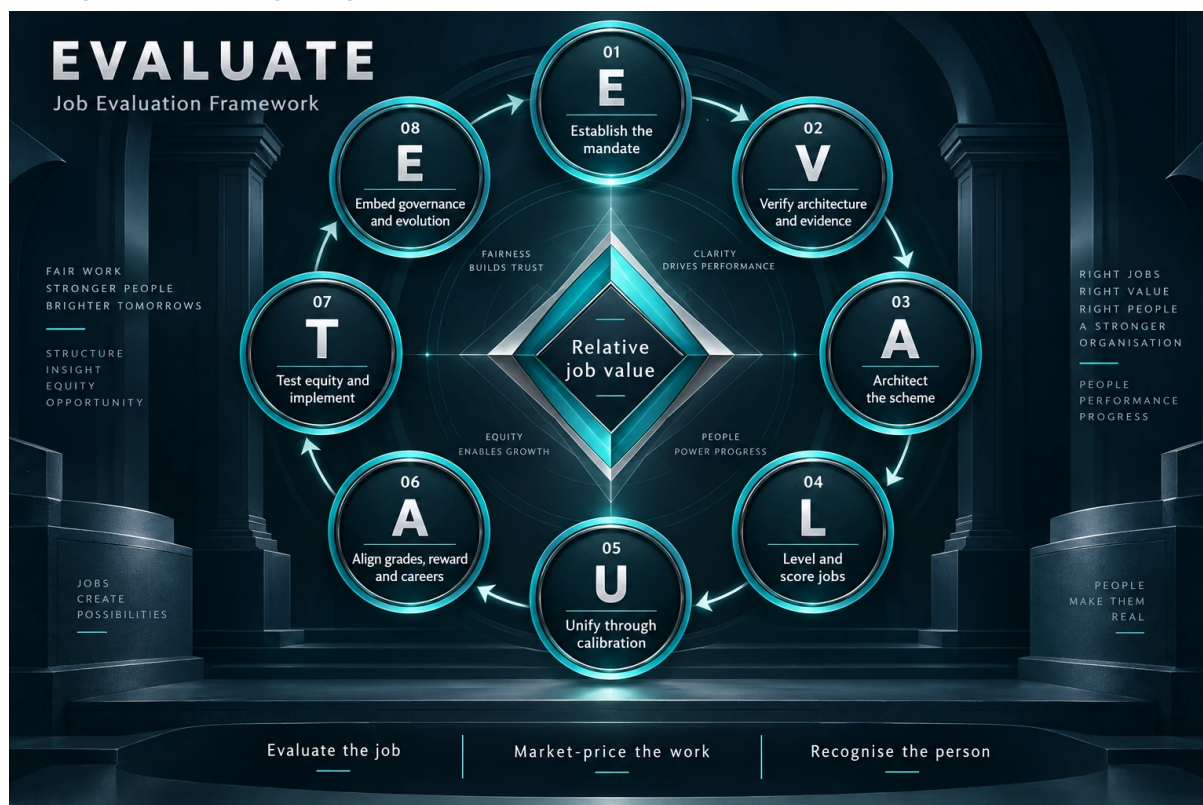
A useful first application

The workshop develops awareness through fictional job comparisons. It does not train participants in a licensed scheme, assign live grades, establish pay equity or replace qualified evaluation, legal and reward advice.

THE FRAMEWORK / WORKSHOP FOCUS

HR Delivery EVALUATE Job Evaluation Framework

EVALUATE connects eight stages from mandate and verified job evidence through scheme design, evaluation, calibration, alignment, implementation and ongoing governance. Its core distinction separates evaluating the job, market-pricing work and recognising the person's contribution.



SIX QUESTIONS TO EXPLORE IN THE WORKSHOP

01 Establish the mandate

Why is evaluation needed, and which decisions must remain separate?

03 Understand the scheme

How will the chosen method compare different kinds of required work?

05 Align and implement

How will grades, careers and reward connect through controlled decisions?

02 Verify the job evidence

What permanent responsibilities and demands can we verify about the role?

04 Evaluate and calibrate

What evidence supports the judgement, and how is consistency checked?

06 Govern and refresh

Who reviews changed jobs, disputed evidence and ongoing scheme consistency?

The six panels are workshop focus questions across the original eight EVALUATE stages, not a replacement scheme. Exercise comparisons use no proprietary scoring system and produce no grade, salary or individual employment decision.

[Explore the full model >](#)

LEARN BY DOING

Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

01 Separate job, market and person

Teams sort fictional statements about a scarce specialist role into required job demands, external market factors and individual contribution, explaining why each belongs in a different decision process.

02 Repair a weak job profile

Pairs examine two vague supervisor descriptions, identify missing authority and accountability evidence and draft questions for knowledgeable role owners before any relative job comparison could be responsibly attempted.

03 Compare work with explicit limits

Groups compare fictional role demands using a simple teaching brief, record similarities and differences and explain why the exercise cannot establish a live grade or substitute for an agreed evaluation scheme.

04 Run a calibration conversation

Participants role-play a panel reviewing conflicting role interpretations, return to verified work evidence and record unresolved issues, specialist referrals and the information needed before a judgement could proceed.

DIAGNOSE BEFORE YOU ACT

Evidence > shared feedback > agreed priorities

Use selected diagnostic prompts to distinguish known facts from assumptions. Discuss the findings and agree their meaning before proposing a solution. Feedback is part of diagnosis, not an afterthought.

ONE CASE, DEVELOPED THROUGH THE DAY

Two sites use the title Customer Service Supervisor. One role allocates daily work; the other also owns staffing decisions, complex service recovery and cross-site improvement. Managers expect identical grades because the titles match, while a recently recruited specialist earns more in the external market than either supervisor currently does.

Groups separate title, job content and market issues, identify the evidence needed for each supervisor role and outline a controlled comparison and review process without assigning a grade or salary.

THE FACILITATOR WILL

- Invite different perspectives.
- Make assumptions visible.
- Welcome constructive debate.
- Capture practical learning.

SAMPLE WORKSHOP AGENDA

A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

09:00-09:20	Separate job value, market and person Use a scarce-role example to distinguish internal job evaluation, external pay evidence and individual contribution before discussing how these decisions connect through policy.
09:20-10:15	Explore the EVALUATE framework Introduce the eight stages, principles and governance responsibilities, clarifying the difference between introductory awareness and professional use of a particular job evaluation scheme.
10:15-10:30	Break
10:30-11:30	Identify reliable job evidence Examine fictional profiles for purpose, accountabilities, authority and demands, then distinguish required permanent work from titles, incumbent reputation or temporary additional responsibilities.
11:30-12:30	Understand comparison methods and limits Explore matching and analytical comparison at an introductory level, identifying scheme design and interpretation questions to resolve before real job evaluation work begins.
12:30-13:30	Lunch
13:30-14:30	Compare roles and record uncertainty Use the teaching brief to describe relevant similarities and differences, record missing evidence and keep conclusions within the exercise's limited purpose and information.
14:30-14:45	Break
14:45-15:30	Practise calibration and evidence challenge Discuss conflicting interpretations in a simulated panel, return to verified role information and identify where referral or further evidence is needed before proceeding.
15:30-16:10	Connect evaluation and implementation Map separate grade, market and individual pay decisions, then identify ownership, communication, review and specialist questions needed before real implementation is considered locally.
16:10-16:30	Prepare a job evidence enquiry Select a role-information issue and identify owners, scheme specialists and records needed to improve evidence without making an unauthorised grade or pay judgement.

Separate job value from market and individual factors, then keep comparisons grounded in verified work and governed judgement.

FROM THE SESSION TO YOUR DESK

Useful models. Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

01 EVALUATE reference guide

A concise reference to the eight-stage framework, showing how mandate, evidence, method, evaluation, calibration, implementation and continuing governance connect while retaining distinct job, market and person decisions.

Explain the purpose and boundaries of a job evaluation review.

02 Three-decision comparison sheet

An exercise record distinguishing required job demands, external labour-market evidence and individual contribution, with examples of how mixing these concepts can distort a discussion about relative job value.

Keep grading, market pricing and personal pay arguments conceptually clear.

03 Job evidence question list

Questions for role owners about purpose, accountabilities, decision authority, demands and context, highlighting missing information or contradictions in the fictional supervisor profiles used during the workshop.

Improve job information before asking an evaluator to compare roles.

04 Role comparison exercise

A comparison of fictional work demands using a teaching brief, with reasoning and uncertainty recorded without claiming that the exercise assigns a grade or substitutes for a scheme.

Practise explaining a comparison through work evidence rather than titles.

05 Calibration discussion prompts

A guide to checking differing interpretations, selecting relevant comparators and documenting unresolved issues, with reminders to retain trained judgement and use the scheme's proper referral arrangements when necessary.

Prepare useful questions for a trained evaluation or calibration panel.

06 Governance enquiry checklist

An introductory checklist covering ownership, evidence review, calibration, appeals, job-change triggers and specialist advice, keeping grade, pay and equity decisions within their appropriate professional processes and authority.

Identify questions to resolve before connecting evaluation with employment outcomes.

CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)



MAKE THE LEARNING COUNT

A better conversation. A practical next step.

Choose a role whose responsibilities are unclear and improve its job evidence with the role owner. Discuss the resulting questions with the scheme or reward specialist, retaining separate consideration of market pricing and individual pay decisions.

YOUR FIRST 30 DAYS

01

Days 1-7

Clarify the role question

Agree one job-information issue with the HR or reward owner. Identify the current profile, knowledgeable role holders and the evaluation scheme owner before making assumptions about the role's appropriate relative value or grade.

02

Days 8-21

Improve the work evidence

Review the role's permanent accountabilities, decisions and demands with appropriate contributors. Record disputed or incomplete information, separate temporary duties and personal performance, and confirm what evidence requires validation by the responsible role owner.

03

Days 22-30

Use the proper review route

Share the clarified profile and unresolved questions with the scheme or reward specialist. Agree whether further job analysis, formal evaluation or calibration is appropriate, leaving grade, pay and implementation decisions with authorised professionals locally.

Follow-through is participant-led. Additional facilitation, a full diagnostic or specialist support can be agreed separately.

AVAILABLE IN-HOUSE

Shaped around your organisation

The client identifies a general role-evidence issue and its evaluation ownership. Exercises use fictional job profiles and no proprietary scheme; participants should not bring personal salaries, disputed live grades or confidential employee evaluation records for decision.

PLAN YOUR IN-HOUSE WORKSHOP

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Discuss your workshop



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