



*A Guide to the Gender-inclusive  
Job Evaluation Standard  
NZS 8007:2006*



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### Purpose

The Gender-inclusive Job Evaluation Standard (NZS 8007:2006) is a voluntary standard developed by Standards New Zealand through a Standards Development Committee of job evaluation providers, equity advisors, the Human Resources Institute of New Zealand, employer groups, and unions from the public and private sectors. How the Standard is met needs to be demonstrated for each job evaluation project or process, since the Standard deals with both scheme design and how job evaluation is carried out.

This guide has been developed in consultation with the Standard's original committee. It provides a framework for demonstrating how the requirements of the Standard will be, are being, and/or have been met in a particular job evaluation project or process.

The guide includes references to relevant materials on job evaluation and gender bias that are available online at [mbie.govt.nz](http://mbie.govt.nz), Gender Bias in Job Evaluation: A Resource Collection (referred to as Gender Bias in Job Evaluation: A Resource Collection). The references are purely illustrative of the types of materials and concepts that might be relevant and are not prescriptive.

### Uses

The guide can be used:

- as evidence that a job evaluation scheme and the particular job evaluation project or process comply with the Standard
- as part of the request for proposal when purchasing/contracting for a job evaluation scheme
- when auditing a current job evaluation project or process
- when assessing and planning the steps that are needed to move towards meeting the Standard's requirements
- to identify who is responsible for ensuring the actions to demonstrate requirement are completed
- to contribute to planning and managing accountabilities for compliance with the Standard.

### Demonstrating meeting the Standard

Demonstrating how some aspects of the Standard are met may vary little from one project to another. For example, demonstrating how the factor plan in a particular job evaluation scheme meets the Standard's requirements may be the same across a wide range of job evaluation projects and processes. However, even in this regard, there may be a need for quite specific attention to demonstrating how the scheme meets the Standard's design requirements in relation to a particular group of jobs. For example, how working conditions, or physical or sensory skills or demands in specific jobs are to be analysed in a particular scheme may need to be explained. For schemes with fixed weights, the explanation of what the explicit and implicit weightings are and the rationales for them, and the explanation of how they affect the scores for jobs mainly held by women or men may be the same from one project to another.

### Audience

The primary users of this resource are the people responsible for the job evaluation projects or processes, the job evaluation providers and the steering groups and chairs of the job evaluation committees as appropriate. Who is responsible for meeting particular parts of the Standard and providing evidence about how the requirements are met will vary from project to project, while the overall responsibility remains with the person the organisation holds responsible for the project.

### Requirements and guidance

Consistent with the Standard, this Guide sets out what is required for compliance with the Standard and what is recommended as good practice contributing to meeting the requirements.

**Outcome**

The job evaluation project plan sets out how gender bias will be avoided.

**Overview**

Taking time to plan the job evaluation project helps to ensure that it will include all the information and resources everyone needs to participate effectively. If shortcuts are taken, there is a risk of overlooking steps crucial to ensuring the job evaluation process achieves its gender equity objectives.

**Recommended readings**

Section 2: Issues Definition (p. 14) and section 3: Planning and Preparing for the Job Evaluation project (p. 18) and Appendix B – Roles and responsibilities of committee members (p. 34) in Gender-inclusive Job Evaluation Standard.

See section 3.3 in Gender Bias in Job Evaluation: A Resource Collection.

REFERENCE	ACTION REQUIRED FOR COMPLIANCE	ACTIONS TO DEMONSTRATE REQUIREMENT <i>(This section may contain recommended readings, suggestions or helpful hints for requirements. Delete this text and replace with your actions to demonstrate how requirements are met)</i>	WHO	WHEN	COMPLETED
3.3.1.2 (a)	There is a written project plan.	Gender Bias in Job Evaluation: A Resource Collection 3.3 refers.			
3.3.1.2 (b)	The project plan establishes gender equity principles and practice for all stages of the project, including communication, design, documentation, implementation, appeals and reviews of appeals, and monitoring remuneration outcomes.	Gender Bias in Job Evaluation: A Resource Collection 3.3 refers.  Additional guidance is provided in Gender-inclusive Job Evaluation Standard on communications plans.			
3.3.1.2 (c)	Key people (for example, from unions and management) are jointly involved in deciding how the job evaluation project will be carried out.	Gender Bias in Job Evaluation: A Resource Collection 3.3 refers.			
3.3.1.2 (d)	All participants in the job evaluation process (for example, data gatherers, evaluators and committee or group members) are trained to recognise and avoid gender bias. Training can be provided in various formats including training courses, publications and briefings.	The training for the various participants provided is specified, including its content and delivery roles and methods. For example: the Equitable Job Evaluation education and training programme delivers training for the steering group, project manager, data gatherers, and the evaluation committee on:  Making judgements in job evaluation, Gender bias in job evaluation, Gender bias in collecting data, and Potential sources of gender bias.			
3.3.1.2 (e)	There is an up-to-date operating guide that describes the job evaluation process. The guide explains the design process and procedures for each step in the process, and the gender equity objectives and checks.	The guide is provided for review.			

**Overview**

The size and scope of the job evaluation project affect how it is conducted and who is involved. Representative committees can make a valuable contribution where a range of jobs is being evaluated or where a new job evaluation scheme is being introduced. Smaller scale job evaluation projects (for example, where a few jobs are being evaluated or re-evaluated) may involve internal or external job evaluation consultants and/or a small review panel.

**3.4.2 COMMITTEE OR GROUPS**

A job evaluation project may use committees or groups. Involving a range of people can help participants to understand the jobs and identify any occurrences of gender bias. The size of the group or committee will be determined by the size of the organisation(s) involved, the scope “ of the project and the range of jobs covered.

**Outcome**

Committee or group members are selected on a fair and clearly stated basis.

**Recommended readings**

Appendix B – Roles and responsibilities of committee members (p34) in Gender-inclusive Job Evaluation.

**Standard**

See section 3.4 in Gender Bias in Job Evaluation: A Resource Collection.

REFERENCE	ACTION REQUIRED FOR COMPLIANCE	ACTIONS TO DEMONSTRATE REQUIREMENT <i>(This section may contain recommended readings, suggestions or helpful hints for requirements. Delete this text and replace with your actions to demonstrate how requirements are met)</i>	WHOM	WHEN	COMPLETED
3.4.2.2 (a)	The project plan details reasons for electing to use or not use a committee or group.	Gender Bias in Job Evaluation: A Resource Collection 3.3 sets out issues for consideration regarding use of committees or groups. Appendix B of the Standard also covers the use of committees.			
3.4.2.2 (b)	The gender ratio of any committee or group used broadly reflects that of the job holders covered by the project, as far as practicable.	Gender ratio is reported with comments on proportions if necessary.			
3.4.2.2 (c)	Committee members are drawn from a range of job levels.	Make-up of the committee by organisation level is documented.			
3.4.2.2 (d)	Committee or group members receive training for their roles. This includes training on the job evaluation scheme, its implementation process, and its gender equity objectives.	For example, the Equitable Job Evaluation education and training programme is designed to train the steering group, project manager, data gatherers, and the evaluation committee on:  Making judgements in job evaluation, Gender bias in job evaluation, Gender bias in collecting data, and Potential sources of gender bias.			
3.4.2.2 (e)	Women and men, as practicable, have the opportunity to chair committees or groups.				



### 3.4.3 JOB EVALUATION CONSULTANTS

#### Overview

The size and scope of the job evaluation project will affect how it is conducted and who is involved. Representative committees can make a valuable contribution where a wide range of jobs is being evaluated or where a new job evaluation scheme is being introduced. Smaller scale job evaluation projects (for example, where a few jobs are being evaluated or re-evaluated) may involve internal or external job evaluation consultants and/or a small review panel.

#### Outcome

Job Evaluation consultants demonstrate a thorough understanding of how gender bias occurs in job evaluation and how to avoid or minimise it.

#### Recommended readings and tools

See sections on using external advisers and the use of external consultants in Gender Bias and Job Evaluation: A Resource Collection.

The Pay and Employment Equity Unit is also developing resources to assist organisations in assessing consultants' expertise in job evaluation, adult education and avoiding gender bias. See the Unit for more details.

REFERENCE	ACTION REQUIRED FOR COMPLIANCE	ACTIONS TO DEMONSTRATE REQUIREMENT <i>(This section may contain recommended readings, suggestions or helpful hints for requirements. Delete this text and replace with your actions to demonstrate how requirements are met)</i>	WHOM	WHEN	COMPLETED
3.4.3.2 (a)	Demonstrate an understanding of gender bias and how to avoid it.	The Gender Bias and Job Evaluation: A Resource Collection includes a range of materials on gender bias and how to avoid it. There is an extensive international literature and jurisprudence on gender bias and job evaluation, some of it freely available on the internet.			
3.4.3.2 (a)	Are able to train participants in the job evaluation project on gender equity objectives.	Demonstrates capacity to provide training and understanding of gender equity objectives.			
3.4.3.2 (a)	Actively monitor and review the project and document the processes in relation to gender bias, as provided in this Standard.	Describes processes for monitoring and reviewing gender bias consistent with the Standard.			

**Overview**

The capacity of job evaluation schemes to analyse different types of work (including service sector and human services work) is varied. Whether job evaluation schemes fully and fairly capture and analyse different types of jobs can have gender implications, particularly where jobs are mainly held by women or men. When choosing a job evaluation scheme important considerations include:

- (a) Do the factors capture important similarities and differences between the jobs being evaluated? and
- (b) What is the effect of weightings (implicit and explicit, preset or tailored) on the rankings of jobs mainly held by women or men?

**3.5.2 SELECTION CRITERIA****Outcome**

Evidence can be provided that the job evaluation scheme selected meets this Standard.

**Recommended readings and tools**

Using this workbook as a checklist to develop the project plan can demonstrate that the Standard is met.

See Section 3.5.2 in Gender Bias and Job Evaluation: A Resource Collection.

REFERENCE	ACTION REQUIRED FOR COMPLIANCE	ACTIONS TO DEMONSTRATE REQUIREMENT	WHOM	WHEN	COMPLETED
3.5.2.2	The project plan outlines how this Standard will be met.	Evidence is provided on how each of the Standard's requirements will be met			



### 3.5.3 FACTORS

#### Outcome

Factors and levels selected fully and fairly measure all jobs being evaluated.

#### Recommended readings and tools

See section 2.3 Managing the risk of gender bias (p.14) in Gender-inclusive Job Evaluation Standard.

See section 3.5.3 and 3.5.4 Factors and Factor Weightings in Gender Bias in Job Evaluation: A Resource Collection.

REFERENCE	ACTION REQUIRED FOR COMPLIANCE	ACTIONS TO DEMONSTRATE REQUIREMENT <i>(This section contains recommended readings, suggestions or helpful hints for requirements. Delete this text and replace with your actions to demonstrate how requirements are met)</i>	WHOM	WHEN	COMPLETED
3.5.3.2 (a)	Provide important and acceptable criteria for ranking jobs.	The criteria for factors and their rationales are set out.			
3.5.3.2 (b)	Are defined in levels that differentiate between jobs.	Evidence is provided supporting the levels of factors.			
3.5.3.2 (c)	Are explained to the job holders covered by the project.	Communications processes covering the factors and levels are set out.			
3.5.3.2 (d)	Are comprehensive, and minimise double counting.	Evidence of comprehensiveness is provided, with an explanation of how any possible double-counting and highly correlated factors are managed within the scheme.			
3.5.3.2 (e)	Can measure the characteristics of all the jobs being evaluated.	See 3.5.3.3 Guidance on factors (p22) in Gender-inclusive Job Evaluation Standard and Gender Bias in Job Evaluation: A Resource Collection section 3.5.3.  How the job dimensions set out in the Guidance at 3.5.3.3 are met in the various specific factors of the particular scheme is set out.  For example, how the scheme's factors cover the environmental, emotional, societal or physical demands, including working conditions, of the jobs being evaluated in the project or process.			





### 3.5.4 FACTOR WEIGHTINGS

#### Outcome

The operating guide defines weightings that will be applied to the factors, and the effects on the scores for jobs mainly held by women or men can be justified.

#### Recommended readings and tools

See section 2.7 Issues Definition on Weightings (p.17) in Gender-inclusive Job Evaluation Standard.

See Section 3.5.3 Factors and 3.5.4 Factor Weightings in Gender Bias and Job Evaluation: A Resource Collection.

REFERENCE	ACTION REQUIRED FOR COMPLIANCE	ACTIONS TO DEMONSTRATE REQUIREMENT	WHOM	WHEN	COMPLETED
3.5.4.2 (a)	The guide includes details of: (i) The factor weightings (ii) The rationale for selecting those weightings (whether tailored or preset) (iii) Any implicit weighting of factors because of the number of factor levels.	The weightings for factor families and specific factors is set out. The rationales for the weightings are set out. Implicit weightings arising from the number of levels in factors are identified and explained. The scoring method is explained, including the scoring progression within each factor. This section covers all the elements affecting allocating scores to jobs.			
3.5.4.2 (b)	The effects of tailoring weightings are assessed in relation to the gender equity objectives of the job evaluation project.	If the scheme has tailored weights, their expected and/or experienced gender impact is set out.			
3.5.4.2 (c)	Factors that are exclusive to jobs mainly held by women or men are not given either very high or very low weightings.	Any factors exclusive to jobs mainly held by women and men are identified and their weightings examined.			
3.5.4.2 (d)	Any preset or tailored weightings can be justified from a gender equity perspective.	The gender impact of the weightings is examined and explained.			
3.5.4.2 (e)	The gender impact of the weightings is regularly tested and outcomes documented.	The methods for testing the gender impact of weightings are set out including the timing for providing documentation of the test results.			

**Overview**

The jobs selected for evaluation should be representative of the jobs covered in the project and represent the range of work performed. It is important to include jobs with unique characteristics and jobs predominantly occupied by one gender, even if the overall numbers are small.

**3.6.2 JOBS INCLUDED IN JOB EVALUATION**
**Outcome**

The sample of jobs selected represents the full range of the work that is carried out.

**Recommended readings and tools**

See Section 2: Issues Definition in Job selection in Gender-inclusive Job Evaluation Standard.

See section 3.6 Jobs Included in Job Evaluation in Gender Bias and Job Evaluation: A Resource Collection.

REFERENCE	ACTION REQUIRED FOR COMPLIANCE	ACTIONS TO DEMONSTRATE REQUIREMENT <i>(This section contains recommended readings, suggestions or helpful hints for requirements. Delete this text and replace with your actions to demonstrate how requirements are met)</i>	WHOM	WHEN	COMPLETED
3.6.2.2 (a)	The sample of jobs selected includes:  jobs mainly held by women or men, even where the numbers are small.	A profile of staff by job type, number and sex is used in selection of roles for assessment.			
3.6.2.2 (b)	Mixed-gender jobs.	As above.			
3.6.2.2 (c)	A range of job types and features.	A profile of job types and features by sex is prepared and the sample of jobs is reviewed against it.			
3.6.2.2 (d)	Jobs with unique characteristics.	Jobs with unique characteristics are identified.			
3.6.2.2 (e)	Jobs where there are gender or job sizing concerns, as appropriate.	Jobs where there are gender or job sizing concerns are identified and the rationale for including/not including them in the sample is explained.			

**Overview**

Gender bias can occur when data is being gathered or analysed (including in questionnaires, interviews, work observation or focus groups). Job holders and/or their managers will be better able to provide quality job information when the information-gathering process covers the range and contribution of the job and its purpose, accountabilities and outcomes.

**3.7.2 COLLECTION AND DOCUMENTATION OF JOB INFORMATION****Outcome**

Current and relevant job information is collected for the job evaluation process.

**Recommended readings and tools**

See Section 2: Issues Definition on Job Descriptions (p2.4) and 3.7.2.3 Guidance on the collection and documentation of job information in Gender-inclusive Job Evaluation Standard.

See section 3.7 Job Information Job Evaluation in Gender Bias and Job Evaluation: A Resource Collection.

REFERENCE	ACTION REQUIRED FOR COMPLIANCE	ACTIONS TO DEMONSTRATE REQUIREMENT <i>(This section contains recommended readings, suggestions or helpful hints for requirements. Delete this text and replace with your actions to demonstrate how requirements are met)</i>	WHOM	WHEN	COMPLETED
3.7.2.2 (a)	The data gathering process: is consistent across all jobs.	The data gathering process that will be used is set out.			
3.7.2.2 (b)	Collects job information that is current and relevant to the job evaluation factors.	See Gender Bias in Job Evaluation: A Resource Collection section 3.7.			
3.7.2.2 (c)	Employs data gatherers who are trained to recognise gender bias and how to avoid it.	See Gender Bias in Job Evaluation: A Resource Collection 3.4.  The Equitable Job Evaluation education and training programme is designed to train data gatherers on:  Making judgements in job evaluation Gender Bias in job evaluation Gender Bias in collecting data, and Potential sources of gender bias.			
3.7.2.2 (d)	Collects job information from multiple sources where possible to ensure the job information is comprehensive.	These may include job descriptions, questionnaire responses, and/or interviews with job-holders and managers.			

## 4.2 THE EVALUATION PROCESS

### Overview

Job evaluators necessarily exercise judgment in making their decisions. These judgments are influenced by individual values and personal experiences. Evaluators can reduce the risk of making unfair decisions based on gender by developing an understanding of how gender bias arises, and using consistent processes for conducting the job evaluations.

### Outcome

The job evaluation process used is consistently applied to all job evaluations without gender bias.

### Recommended readings and tools

See 4.2.1.3 Guidance on the Evaluation Process Gender-inclusive Job Evaluation Standard.

See Section 4.2 Job Evaluation in Gender Bias and Job Evaluation: A Resource Collection.

REFERENCE	ACTION REQUIRED FOR COMPLIANCE	ACTIONS TO DEMONSTRATE REQUIREMENT <i>(This section contains recommended readings, suggestions or helpful hints for requirements. Delete this text and replace with your actions to demonstrate how requirements are met)</i>	WHOM	WHEN	COMPLETED
4.2.1.2 (a)	All evaluators have an appropriate opportunity to participate and contribute.	The measures supporting participation are set out, including the role of the chair and the make-up of the committee.			
4.2.1.2 (b)	All evaluators conduct the job evaluation process consistently.	See Gender Bias in Job Evaluation: A Resource Collection 4.2.Consistency is supported by clearly documented processes for evaluation and recordkeeping.			
4.2.1.2 (c)	All evaluators provide a written record of decisions and sufficient evidence to support them.	Written records of decisions and the reasons for them contributes to consistency in evaluation, supports openness about the operation of the scheme and assists in reviews and appeals, as well as in monitoring the operation of the scheme.			

**Overview**

If the application of gender-inclusive job evaluation results in some previously unrecognised or undervalued aspects of work dominated by one gender being measured, this will most likely alter the relative size of some jobs mainly held by women or men.

**4.3.1 CHECKING RESULTS****Outcome**

The person responsible for the job evaluation project demonstrates that the evaluation outcomes are free from gender bias.

**Recommended readings and tools**

See section 4.3 in Gender Bias and Job Evaluation: A Resource Collection.

REFERENCE	ACTION REQUIRED FOR COMPLIANCE	ACTIONS TO DEMONSTRATE REQUIREMENT <i>(This section contains recommended readings, suggestions or helpful hints for requirements. Delete this text and replace with your actions to demonstrate how requirements are met)</i>	WHOM	WHEN	COMPLETED
4.3.2.2 (a)	Examine whether the job evaluation outcomes that result in a disproportionate representation of jobs mainly held by women or men at all levels, particularly at the upper or lower levels of certain factors, or total score levels, are justified.	See Gender Bias in Job Evaluation: A Resource Collection 4.3.  Outline the process for analysing the distribution across factors and levels of jobs mainly held by women and men in relation to the employment profile.			
4.3.2.2 (b)	Examine whether any differences that exist in the ranking of mixed jobs or jobs mainly held by women or men before and after the job evaluation process are justified.	See Gender Bias in Job Evaluation: A Resource Collection 4.3.  Outline the process for comparing the 4 rankings of jobs before and after the job evaluation process.			
4.3.2.2 (c)	Ensure that any differences that are not justified are addressed.	Outline concepts and processes for assessing justifiability of differences between rankings of mixed jobs or jobs mainly held by women or men before and after the job evaluation process.			

**Overview**

Having an appeals procedure as part of the overall job evaluation project will help to demonstrate commitment to a fair and open process that identifies and addresses gender bias. The size of the organisation(s) and the job evaluation project and the range of jobs covered may affect whether an appeal is conducted by a panel/committee or by an individual. Once jobs have been sized, job holders can use the appeals procedure to challenge evaluation scores or job rankings.

**Outcome**

Any gender bias in the job evaluation process can be redressed.

**Recommended readings and tools**

See section 4.4 in Gender Bias and Job Evaluation: A Resource Collection.

REFERENCE	ACTION REQUIRED FOR COMPLIANCE	ACTIONS TO DEMONSTRATE REQUIREMENT <i>(This section contains recommended readings, suggestions or helpful hints for requirements. Delete this text and replace with your actions to demonstrate how requirements are met)</i>	WHOM	WHEN	COMPLETED
4.4.1.2 (a)	All staff receive clear information about the appeals procedure and how to use it.	The communications process is documented.			
4.4.1.2 (b)	Job holders appealing their job's evaluation can request help in presenting their appeal.	Job holders are advised of the help available to them in presenting appeals.			
4.4.1.2 (c)	Criteria for appealing the evaluation outcome include the perception of gender bias in the design or implementation of the system.	The criteria for appealing evaluation outcomes specifically include the perception of gender bias.			
4.4.1.2 (d)	People hearing appeals have been trained in gender-bias issues in job evaluation design and implementation.	The Equitable Job Evaluation education and training programme is designed to train the steering group, project manager, data gatherers, and the evaluation committee on:  Making judgements in job evaluation Gender bias in job evaluation Gender bias in collecting data, and Potential sources of gender bias.			
4.4.1.2 (e)	People hearing appeals fully document the process, including any discussions about gender bias in the job evaluation outcomes.	The approach to documenting the appeal process is set out.			
4.4.1.2 (f)	A committee hearing the appeal includes both women and men, as appropriate.	The intended or achieved make-up of the appeal committee is set out, including its rationale.			



#### 4.4.2 MONITORING AND CHECKING THE OUTCOMES OF THE APPEALS PROCEDURE

##### Outcome

Any differences in the appeal outcomes for occupations mainly held by women or men can be justified by job content.

##### Recommended readings and tools

See Monitoring and Checking the Outcomes of Appeals, extract from Equitable Job Evaluation User's Guide in section 4.4.2, in Gender Bias and Job Evaluation: A Resource Collection.

REFERENCE	ACTION REQUIRED FOR COMPLIANCE	ACTIONS TO DEMONSTRATE REQUIREMENT	WHOM	WHEN	COMPLETED
4.4.2.2 (a)	Monitor the outcomes of the appeals procedure for gender difference.	The monitoring framework is set out.			
4.4.2.2 (b)	Ensure that any gender differences in outcomes are justified.	The concepts and approaches for assessing whether gender differences in appeals outcomes are justifiable are set out.			
4.4.2.2 (c)	Document the decisions made as part of monitoring the appeals procedure.	The documentation of monitoring the appeals procedure is set out.			

### Overview

Once the formal job evaluation of the selected benchmark positions has been completed, any appeals resolved and the final outcomes reviewed by the person responsible for the job evaluation project, the remaining jobs can be slotted into the overall ranking of the evaluated benchmark positions. Where jobs do not match any on the list, they are 'slotted' between positions that are considered larger or smaller than the role and assigned the appropriate job size. Nonmatching jobs may need to be compared to evaluated jobs on the list through an analytical process applying relevant factors. Slotting is most effective when the jobs to be slotted are very similar to evaluated jobs.

### Outcome

All jobs are ranked. Roles not corresponding with benchmark positions are included in the overall ranking of all positions through a slotting process. This is implemented in line with the gender-inclusive requirements and guidance set out for the job evaluation process. (See sections 3 and 4).

### Recommended readings and tools

See Slotting the remaining Jobs Against Benchmarks extract from Equitable Job Evaluation User's Guide, section 4.5 in Gender Bias and Job Evaluation: A Resource Collection.

REFERENCE	ACTION REQUIRED FOR COMPLIANCE	ACTIONS TO DEMONSTRATE REQUIREMENT <i>(This section may contain recommended readings, suggestions or helpful hints for requirements. Delete this text and replace with your actions to demonstrate how requirements are met)</i>	WHOM	WHEN	COMPLETED
4.5.1.2 (a)	Slotting is undertaken by people who understand the jobs, the organisation and the job evaluation methodology.	See Gender Bias in Job Evaluation: A Resource Collection 4.5.			
4.5.1.2 (b)	People undertaking slotting are trained in all aspects of gender-inclusive job evaluation as described in this Standard.	For example, the Equitable Job Evaluation education and training programme is designed to train the steering group, project manager, data gatherers, and the evaluation committee on:  Making judgements in job evaluation Gender bias in job evaluation Gender bias in collecting data, and Potential sources of gender bias.			
4.5.1.2 (c)	Slotting is based on full information, including a current position description that has been prepared using the gender-inclusive requirements set out in this Standard.	The process for gathering, documenting and analysing job information for use in slotting is set out in relation to the Standard's requirements.			
4.5.1.2 (d)	An analytical process is used comparing demands made in individual jobs (as identified in the job documentation) under specific factors where this is necessary for ensuring jobs are appropriately slotted in relation to evaluated benchmark jobs.	The analytic process to be used is set out. Decisions in court cases have shown that non-analytic (whole-job) slotting may not meet pay equity requirements.			
4.5.1.2 (e)	Slotting recommendations are validated in the same manner as the evaluated positions.	The validation process is set out, involving more than one person.			
4.5.1.2 (f)	Slotting positions are identified and distinguished from those that have been job evaluated.	The process for distinguishing the slotted jobs from the evaluated jobs is set out.			





REFERENCE	ACTION REQUIRED FOR COMPLIANCE	ACTIONS TO DEMONSTRATE REQUIREMENT <i>(This section may contain recommended readings, suggestions or helpful hints for requirements. Delete this text and replace with your actions to demonstrate how requirements are met)</i>	WHOM	WHEN	COMPLETED
4.5.1.2 (g)	Slotting shall be used only where job size or characteristics are similar to those jobs for which a job size has been assigned through an analytical job evaluation process.	The process and criteria for assessing where slotting is to be used are set out.			
4.5.1.2 (h)	Job holders have access to an appeals process similar to that set out for the job evaluated benchmark roles.	The appeal process open to job holders of slotted jobs is shown to be similar to that available to holders of evaluated jobs.			

### Overview

Changes in technology, organisational structure, business directions, economic conditions and labour market conditions can affect the design and scope of jobs. Job characteristics allocated a high points score may become more or less important. It is likely that the understanding of some types of work, gender bias, and skills will continue to develop. Devising a systematic process to ensure all job descriptions are updated and evaluations remain relevant will enhance the value of the original job evaluation project.

#### 4.6.2 KEEPING THE SYSTEM CURRENT

Outcome Job descriptions and evaluations for all occupations, job types and job levels are current and accurate.

#### Recommended readings and tools

See maintaining and Monitoring a job evaluation scheme extract from Good practice guide – Job Evaluation schemes free of sex bias in section 4.6 Gender Bias and Job Evaluation: A Resource Collection.

REFERENCE	ACTION REQUIRED FOR COMPLIANCE	ACTIONS TO DEMONSTRATE REQUIREMENT	WHOM	WHEN	COMPLETED
4.6.2.2 (a)	Develop a systematic process for the timely re-evaluation of roles that have substantially changed. Current industry practice suggests considering the need for any re-evaluations within three to five years.	The process for identifying significant changes in roles and re-evaluating them are set out.			
4.6.2.2 (b)	Develop criteria to be used when regularly checking the currency of evaluations and relativities. Criteria will include gender considerations (for example, technology changes affecting jobs mainly held by women, improvements in skills identification in female-dominated occupations).	The criteria for assessing the currency of job evaluations is are set out, including gender considerations.			
4.6.2.2 (c)	Collect and monitor data relating to the gender composition of the jobs and roles being re-evaluated and the outcomes by gender of re-evaluations.	The processes and timeframes for collection and monitoring by gender of jobs being re-evaluated, and their outcomes, are documented.			

**Overview**

Where a gender-inclusive job evaluation shows that occupations or jobs mainly held by women have previously been undervalued, remuneration for those jobs may increase. Linking the job evaluation outcomes to a remuneration scheme designed to treat all jobs equitably according to their ranking should further reduce the opportunity for gender bias. It is important to examine other processes used to set pay to avoid the re-introduction of gender bias.

**Outcomes**

Remuneration outcomes are monitored and reviewed, including analysis by gender, and remuneration is changed where necessary to achieve equitable treatment of jobs that are the same or substantially similar in size and mainly held by women or men.

**Recommended readings and tools**

See the Grade Boundaries extract from Gender Bias in Job Evaluation: A Resource Collection, section 4.7.

REFERENCE	ACTION REQUIRED FOR COMPLIANCE	ACTIONS TO DEMONSTRATE REQUIREMENT	WHOM	WHEN	COMPLETED
4.7.1.2 (a)	Compare the pre and post job evaluation outcomes, including in the comparison an analysis of mixed jobs and jobs mainly held by women or men.	The process for assessing any changes following job evaluation in mixed gender jobs and those mainly done by women and men are set out.			
4.7.1.2 (b)	Monitor and review the final pay outcomes including analysis by gender.	The process for documenting, analysing and reporting on the pay outcomes by gender are set out.			
4.7.1.2 (c)	Analyse by gender the final pay rates for jobs evaluated as being equal or substantially similar in size.	The process for analysing by gender which jobs are or equal or substantially similar size and their final pay rates are set out.			
4.7.1.2 (d)	Determine and report on the reasons for remuneration differences when occupations with jobs mainly held by women or men are the same or substantially the same size.	The process for analysing and reporting the reasons for remuneration differences for same or similar-sized jobs where the jobs are mainly held by women or men.			

