

## Equality Impact Assessment [\(supporting guidance available\)](#)

### Action Plan

This section is completed at the end of the Equality Impact Assessment. Due to the importance of embedding equality in SQA through our actions the Action Plan will be the focus and record of ongoing actions.

Agreed Schedule Review Date	October 2025	Additional Schedule Review Date	October 2025
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Explain how you will monitor and record the actual impact on equality groups, including how the evidence can be revisited to measure the actual impact.

Required Actions	Owner	Date	Comment & Review
			<b>[ONGOING RECORD]</b>
The Job Evaluation panel comprises representatives from the Trade Unions, Business Areas and Human Resources and there is a mix of job roles and grades on the panel. We will continue to promote the role of the JE panel member to a diverse range of staff.	HR Reward Advisor	2 years after publication.	
The Equal Pay audit measures the pay gap between core equality groups on a regular basis and provides additional monitoring as to SQA's overall approach to pay which includes job evaluation. SQA will publish this report, in line with statutory duty.	HR Reward Advisor	30 April 2025	
Although a neutral impact is recorded for each of the Protected Characteristics, the team undertaking the EqIA did investigate in detail the impact of the guidance on Protected Characteristics e.g., which group of employees would be most likely to request a re-evaluation. However, the data examined showed that the numbers are too small to report on. We will continue to monitor this.	HR Reward Advisor	30 April 2025	

## Policy Aims

<b>Name of Policy or practice</b>	Job Evaluation Guidance
<b>New Policy or Revision</b>	Revision
<b>Name of Policy Owner</b>	HR Reward & Equalities Manager
<b>Date Policy Owner Confirmed Completion</b>	24 July 2023

<b>What is the rationale for this policy or practice?</b>
SQA is committed to implementing and maintaining job evaluation and grading procedures fairly and consistently and in compliance with equal pay requirements. The purpose of job evaluation is to provide a systematic and consistent approach to defining the relative hierarchy of jobs within SQA.
<b>What evidence is there to support the implementation or development of this policy or practice?</b>
<p>In line with SQA's commitment to achieve equal opportunities for all, the organisation supports the principles that all employees should receive equal pay for work that is the same, similar, equivalent or of equal value.</p> <p>SQA uses a bespoke method of job evaluation which adopts an analytical, factor-based approach to the measurement of job size and provides a consistent and objective framework for evaluating jobs to ensure that the job evaluation scheme:</p> <ul style="list-style-type: none"> <li>• complies with the <a href="#">Equal Pay Act 2010</a> and the guidance of the <a href="#">Equality and Human Rights Commission</a></li> <li>• follows the <a href="#">ACAS Guidance document - Job Evaluation: considerations and risks</a></li> <li>• adopts accepted best practice.</li> <li>• is based on recognised statistical techniques.</li> </ul> <p>Recent Evidence suggests that Job Evaluation remains a useful tool to ensure equal pay <a href="#">Job evaluation remains valued tool for ensuring equal pay and designing grading structures (incomesdataresearch.co.uk)</a>.</p>

**What are the aims of this policy or practice?**

The aim of the job evaluation scheme and guidelines supports SQA’s commitment to achieve equal opportunities for all. The organisation supports the principles that all colleagues should receive equal pay for work that is the same, similar, equivalent or of equal value.

Job evaluation is a systematic method of comparing jobs in a consistent and equitable manner and placing them into a rank order according to their size. Job evaluation determines the ranking of jobs only. It can be used by organisations to provide a solid foundation on which robust pay and grading frameworks can be built. Pay and grading is determined by a separate process which is not part of job evaluation.

Job evaluation is not a scientific process – it is therefore not possible to scientifically measure the contribution of a job. It is possible, through an analytical job evaluation scheme such as SQA’s bespoke method, to make a judgement about the job’s size relative to other (different) jobs in the same organisation. It enables an objective comparison between roles and underpins SQA’s pay and grading structure. The aim of job evaluation is to provide a hierarchy of jobs that is fair and non-discriminatory.

Job evaluation:

Is	Is not
<ul style="list-style-type: none"> <li>✓ Comparative</li> <li>✓ Judgmental</li> <li>✓ Logical</li> </ul>	<ul style="list-style-type: none"> <li>X Absolute</li> <li>X Unstructured</li> <li>X Scientific</li> </ul>

**How is the content of these aims relevant to equality groups?**

The Job Evaluation guidance applies to all staff directly employed by SQA. It is important to note that the job evaluation scheme focuses on the job and not on people and jobs can often have multiple post holders. It is however an important method to ensure equal pay for work that is the same, similar, equivalent or of equal value.

**Evidence, Consultation and Engagement**

**What stakeholders have you engaged with in the development of this policy or practice?**

The original Job Evaluation Guidance was developed in conjunction with staff, trade union representatives and external consultants. The revised guidance document has been consulted on with recognised Trade Union representatives and signed off by the Policy Review Group.

<b>What evidence about equality groups do you have to support this assessment?</b>	
<b>Overall</b>	<p>As job evaluation looks at jobs and not at the people in the jobs, there is no direct link between job evaluation and Protected Characteristics.</p> <p><a href="#">SQA Workforce Equality Monitoring Report</a> is published as part of our Public Sector Equality Duty. This includes details of our workforce profile by protected characteristic over the employee life cycle.</p> <p><a href="#">SQA Equal Pay Audit</a> is required to be published every two years. This includes gender pay gap and occupational segregation information. We also publish our disability, ethnicity and sexual orientation pay gap information as part of our equal pay audit to promote best practice and support our equal pay statement.</p>
<b>Age</b>	As job evaluation looks at jobs and not at the people in the jobs, there is no direct link between job evaluation and Protected Characteristics.
<b>Disability</b>	As Above.
<b>Race</b>	As Above.
<b>Religion or Belief</b>	As Above.
<b>Sex</b>	As Above.
<b>Sexual Orientation</b>	As Above.
<b>Gender Re-assignment (Gender identity and transgender)</b>	As Above.
<b>Marriage/Civil Partnership</b>	As Above.
<b>Pregnancy / Maternity</b>	As Above.
<b>Care experience (where relevant)</b>	No equality profiling data is currently captured by SQA.

## Impact and Opportunities for Action

The impact that a policy or practice has on an equality group may be different and this requires to be recorded. The impact may not always be negative. Actions are taken to address any differential impact, and include actions to mitigate against any negative impact, to advance equality and to foster good relations between groups.

Each section contains questions for each equality group. These questions are here to support consideration; however, you can provide further detail. Focus initially on the equality groups that would be affected by this policy. If you do not consider that certain equality groups would be affected by this policy, you may leave these sections.

Protected Characteristic	General Equality Duty
Age	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	<p>We identified no realistic reason why or how the Job Evaluation guidance could adversely affect SQA employees of different ages.</p> <p><b>Job Evaluation focuses on the post as opposed to the person; therefore, the impact is neutral.</b></p>
	Advance equality of opportunity
	All SQA employees are entitled to use, access and be subjected to the Job Evaluation guidance, regardless of their age.
	Foster good relations
	Whilst the Job Evaluation guidance does not explicitly reference Age, there is no evidence to indicate that the guidance does or does not foster good relations between employees of different age groups.
Protected Characteristic	General Equality Duty
Disability	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010

	<p>We identified no realistic reason why or how the Job Evaluation guidance could adversely affect SQA employees who are disabled/non-disabled.</p> <p><b>Job Evaluation focuses on the post as opposed to the person; therefore, the impact is neutral.</b></p> <p style="text-align: center;">Advance equality of opportunity</p> <p>All SQA employees are entitled to use, access and be subjected to the Job Evaluation guidance and there is no evidence to indicate that the guidance could affect employees differently or less favourably, on the grounds of their Disability.</p> <p style="text-align: center;">Foster good relations</p> <p>Whilst the Job Evaluation guidance does not explicitly reference disability, there is no evidence to indicate that the guidance does or does not foster good relations between disabled/non-disabled people.</p>
<b>Protected Characteristic</b>	<b>General Equality Duty</b>
<b>Race</b>	<p style="text-align: center;">Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010</p> <p>We identified no realistic reason why or how the Job Evaluation guidance could adversely affect SQA employees of different Races.</p> <p><b>Job Evaluation focuses on the post as opposed to the person; therefore, the impact is neutral.</b></p> <p style="text-align: center;">Advance equality of opportunity</p> <p>All SQA employees are entitled to use, access and be subjected to the Job Evaluation guidance and there is no evidence to indicate that the guidance could affect employees differently or less favourably, on the grounds of their Race.</p>

	Foster good relations
	Whilst, the Job Evaluation guidance does not explicitly reference Race, there is no evidence to indicate that the guidance does or does not foster good relations between employees of different Races.
<b>Protected Characteristic</b>	<b>General Equality Duty</b>
<b>Religion or Belief</b>	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	We identified no realistic reason why or how the Job Evaluation guidance could adversely affect SQA employees of different Religions or Belief.  <b>Job Evaluation focuses on the post as opposed to the person; therefore, the impact is neutral.</b>
	Advance equality of opportunity
	All SQA employees are entitled to use, access and be subjected to the Job Evaluation guidance and there is no evidence to indicate that the guidance could affect employees differently or less favourably, on the grounds of their Religion or Belief.
	Foster good relations
	Whilst the Job Evaluation guidance does not implicitly reference Religion or Belief, there is no evidence to indicate that the guidance does or does not foster good relations between employees of different Religions or Belief.
<b>Protected Characteristic</b>	<b>General Equality Duty</b>
<b>Sex</b>	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010

	<p>We identified no realistic reason why or how the Job Evaluation guidance could adversely affect SQA employees of different Sexes.</p> <p><b>Job Evaluation focuses on the post as opposed to the person; therefore, the impact is neutral.</b></p>
	Advance equality of opportunity
	<p>All SQA employees are entitled to use, access and be subjected to the Job Evaluation guidance and there is no evidence to indicate that the guidance could affect employees differently or less favourably, on the grounds of their sex.</p>
	Foster good relations
	<p>There is no evidence to indicate that the guidance does or does not foster good relations between employees of different Sexes.</p>
<b>Protected Characteristic</b>	<b>General Equality Duty</b>
<b>Sexual Orientation</b>	<p>Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010</p>
	<p>We identified no realistic reason why or how the Job Evaluation guidance could adversely affect SQA employees of different sexual orientations.</p> <p><b>Job Evaluation focuses on the post as opposed to the person; therefore, the impact is neutral.</b></p>
	Advance equality of opportunity
	<p>All SQA employees are entitled to use, access and be subjected to the Job Evaluation guidance and there is no evidence to indicate that the guidance could affect employees differently or less favourably on the grounds of their sexual orientation.</p>
	Foster good relations



	<p>Whilst the Job Evaluation guidance does not explicitly reference sexual orientation, there is no evidence to indicate that the guidance does or does not foster good relations between employees of different sexual orientation.</p>
<b>Protected Characteristic</b>	<b>General Equality Duty</b>
<b>Gender Reassignment (Gender identity and transgender)</b>	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	<p>We identified no realistic reason why or how the Job Evaluation guidance could adversely affect SQA employees on the grounds of their Gender Reassignment.</p> <p><b>Job Evaluation focuses on the post as opposed to the person; therefore, the impact is neutral.</b></p>
	Advance equality of opportunity
	<p>All SQA employees are entitled to use, access and be subjected to the Job Evaluation guidance and there is no evidence to indicate that the guidance could affect employees differently or less favourably on the grounds of their Gender Reassignment.</p>
	Foster good relations
	<p>Whilst the Job Evaluation guidance does not explicitly reference Gender Reassignment, there is no evidence that the Job Evaluation guidance does or does not foster good relations with employees who plan to undergo or have undergone or who are undergoing Gender Reassignment.</p>
<b>Protected Characteristic</b>	<b>General Equality Duty</b>
<b>Marriage/Civil Partnership</b>	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	<p>We identified no realistic reason why or how the Job Evaluation guidance could adversely affect SQA employees who are Married or in a Civil Partnership.</p> <p><b>Job Evaluation focuses on the post as opposed to the person; therefore, the impact is neutral.</b></p>

	<b>Advance equality of opportunity</b>
	All SQA employees are entitled to use, access and be subjected to the Job Evaluation guidance and there is no evidence to indicate that the guidance could affect employees differently or less favourably on the grounds of their Marriage or Civil Partnership.
	<b>Foster good relations</b>
	Whilst the Job Evaluation guidance does not explicitly reference Marriage or Civil Partnership, there is no evidence that the guidance does or does not foster good relations between employees of different marital status.
<b>Protected Characteristic</b>	<b>General Equality Duty</b>
<b>Pregnancy / Maternity</b>	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	We identified no realistic reason why or how the Job Evaluation guidance could adversely affect SQA employees who are pregnant or on maternity related leave.
	<b>Job Evaluation focuses on the post as opposed to the person; therefore, the impact is neutral.</b>
	<b>Advance equality of opportunity</b>
	All SQA employees are entitled to use, access and be subjected to the Job Evaluation guidance and there is no evidence to indicate that the guidance could affect employees differently or less favourably on the grounds of their Pregnancy/Maternity.
	<b>Foster good relations</b>
	Whilst the Job Evaluation guidance does not explicitly reference Pregnancy/Maternity, there is no evidence that the guidance does or does not foster good relations between employees who are pregnant or on maternity related leave.
<b>Considered by SQA</b>	<b>General Equality Duty</b>

<b>Care experience (where relevant)</b>	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	SQA does not currently collect Care Experience data.
	Advance equality of opportunity
	No evidence identified.
	Foster good relations
	No evidence identified.

### Rationale

If you are proceeding with a decision that may have a negative impact and are not putting in place actions to mitigate against this, please explain how this is objectively justified.
No negative impacts have been identified.