

# Glasgow City Council – A Guide to Job Evaluation

## Section 1 – Introduction

### What is Job Evaluation (JE)?

Job Evaluation is a structured way of gathering and measuring information about jobs within an organisation. It recognises the requirements and demands of the job itself and how it compares with others in the same organisation. This is done by using the same criteria or factors to produce a score which is then used to create a rank order of jobs within the organisation. The rank order of jobs provides the foundation for developing a new pay and grading structure.

### What Job Evaluation is not

Job Evaluation is not a science, instead it provides a consistent methodology for the measurement of jobs. It does not measure the performance or capabilities of individual employees.

The Job Evaluation Scheme does not benchmark against jobs in another local authority or organisation, it is important that only the demands of jobs in our organisation are measured.

### Why is Job Evaluation Necessary?

The Equality Act 2010 gives a right to equal pay between women and men for carrying out work of equal value. It is

important that when measuring jobs, a consistent criteria and approach is used as it removes gender bias or inequality.

Once roles are measured and a rank order is produced, a pay and grading structure can be formed ensuring that employees are financially rewarded for the role that they perform.

### Why the Scottish Joint Council Job Evaluation Scheme?

The Scottish Joint Council's (SJC) Job Evaluation Scheme was initially developed by the Convention of Scottish Local authorities (COSLA) in 1999, overseen by a Joint Steering Group involving Trades Union representatives from GMB, Unison and Unite and Employers representatives.

The scheme has been updated twice since then and most recently in 2015 to comply with the Equality Act 2010. The scheme is based on the principles and best practice advice set out by ACAS; and has been implemented by the majority of Scotland's Councils.

The scheme uses multi factor job evaluation which is recognised to be the most effective method of forming the rating of jobs.

Glasgow City Council's Job Evaluation Working Group, a group consisting of officers and Trade Union representatives, assessed a variety of Job Evaluation schemes and

recommended that the Council selects the SJC Job Evaluation Scheme 3<sup>rd</sup> edition.

This recommendation was approved by the City Administration Committee (CAC) and the Scheme was adopted to evaluate jobs.

The Job Evaluation implementation plan was approved by the CAC on the 7<sup>th</sup> March 2019.

## What Jobs will be evaluated?

With the exception of the Chief Executive, Teachers and City Building employees, all jobs within the Glasgow Family are within scope of Job Evaluation.

## Creation of a Job Evaluation Team

The team's composition is unique and was assembled in line with the partnership working arrangements embedded throughout Job Evaluation. The team were recruited from existing Council resources, from trade union nominations and from externally appointed applicants who have previous job evaluation experience.

The team are based across three community hubs; East, West and South and have a central support hub based in the City Chambers. The support hub provides an administration, planning, scheduling and reporting function to the Senior

Strategic HR Manager and the Job Evaluation Manager. Each hub has a Lead Job Analyst, four Senior Job Analysts and five Job Analysts.

## Job Evaluation Team Training

The team have undergone extensive training to become fully familiar with all aspects of the SJC Job Evaluation Scheme 3<sup>rd</sup> Edition and the Gauge+ evaluator software. This is the software used during the information gathering interview. In addition:

- Undertook extensive training on the key roles within the Job Evaluation interview process, this included leading on interviews and note taking to record the interview.
- The team attended equality training and other softer, more practical training that would assist when gathering information from jobholders about their role.
- Went on the journey that Job Holders will be asked to undertake, this included completing the questionnaire, being interviewed as a job holder.

Another key aspect of the training was site visits, to gain a better understanding of the variety of roles across the Glasgow Family. Workplaces were visited to understand the working environment, equipment used and customers and clients that jobholders come in to contact with. Examples included: visiting

nurseries, care homes, school kitchens, scientific services, CCTV control room, recycling centre and garage etc.

## The Structure and Governance of the Job Evaluation Project

While Job Analysts and hubs are the face of the project, a project of this magnitude requires management and governance to ensure full compliance with the principals and application of the scheme, ensuring it is an open and transparent process that is fully compliant as required.

The JE Operational Steering Group (OSG) meets every 4-6 weeks. It has a chairperson and is made up of a selection of GCC Directorate, Heads of Service, Senior Trade Union Officers, Project and Job Evaluation management and an external Technical Advisor.

The purpose and remit of the Job Evaluation (JE) Operational Steering Group is to:

1. Provide governance to deliver the SJC Job Evaluation Scheme for the Council.
2. Agree the project plan and review milestones; ensuring the efficient delivery of the key stages
3. Review resource issues and barriers and collectively resolve these;

4. Review outcomes and analyse data from operational reports.
5. Consider and coordinate the scheduling of activities that impact on staff and to ensure these are managed and communicated.
6. Promote good practice in relation to equalities which complies with the requirements of the Equality Act 2010.

The JE Operational Steering Group provides update reports to the Workforce Planning Board and the Council Administration Committee (CAC).

## Section 2 – Principles and Concepts

### Principles of Job Evaluation

For all organisations undertaking Job Evaluation using the SJC Job Evaluation Scheme, the process should be inclusive, be open and transparent to all of those affected by the outcomes of the Job Evaluation Process.

The team of Job Analysts will ensure that the principles, as set out below, are followed in the application of the Scheme: –

- **Evaluate jobs not people** – evaluation is of the content of the job and not of the abilities or performance of the individual jobholder.
- **Assume acceptable performance of the job** – the evaluation process assumes that the job is being performed to a competent standard by a fully trained and experienced individual.
- **Evaluate jobs as they are now** – the evaluation should be based on job facts as it is undertaken at the current time, rather than how the job was done previously or how it might be in the future.

- **Evaluate actual job content, not perception** – the focus is on actual job content rather than assumptions or perceptions of the job, and does not consider desired level of pay, perceived importance, or issues of status sought or previously assigned.

### Key Words and Concepts

Within the Job Evaluation Scheme there are key words under all 13 Factors. These are incorporated into the questions asked and are intended to structure the conversation between the Job Analysts and the Jobholder. The questions are intended to gather information in relation to each specific factor heading. In accordance with the principles of Job Evaluation, the questions seek to establish; **Nature** (The **nature** of the demand on the Jobholder in terms of the definition of the factor), **Degree** (The **degree** of demand or the extent to which the demand is required) , **Frequency** (The **frequency** of the demand or how often it is required) and **Duration** (.The **duration** of the demand or for how long it has to be sustained)

**Nature** – What you do

- The tasks required to be performed by you as the Job holder. The focus is on the activities of each job and how the tasks are completed. For example: I am required to move deliveries to and from the store cupboard.

**Degree** – What level of intensity is involved in completing the task?

- How difficult is it to carry out the task? For Example: Lifting and carrying the heaviest items are equivalent to a bag of compost

**Frequency** – How often you do it

- How often is a particular task required to be carried out. This could range from hourly, daily, weekly or twice a year. For example, as a Jobholder you may be required to lift a piece of equipment once a day, every day. This could also include having to carry out a cash reconciliation at the beginning and end of each shift.

**Duration** – How long you do it for

- The time spent carrying out or completing a particular task or duty. How long a skill level or effort has to be sustained in order to complete a task? This can range from how long it will take to carry out an inspection on a piece of equipment to the length of time that you may be in control of a vehicle.

**Note:** In advance of attending the interview, whilst not essential, it may be useful to keep a diary of your usual routine as most people who do the same job year after year, can tend to be over familiar with the day to day tasks they do and can forget or fail to realise some of the activities completed / undertaken. It can be useful to take account of times you do tasks within the job, consider the complexity of the task such as, do you bend, or crouch; are the tasks heavy

or light. Provide examples and also where possible keep notes on tasks that are unusual to your line of work.

Bringing this type of information to the interview can assist you during the process. This could also assist you with clarifying some of the choices to be made at Interview but also help your Line Manager when looking at the Job Overview Document (JOD) to see what you have chosen and why.

## 13 Factors

The Factor Framework was designed to capture the range of job demands found across the entire job population of a local authority, with that in mind, please note that some of the examples may not necessarily seem appropriate to your own job demands. For example, in Concentration, there is mention of chainsaws. (In your role you might not use a chainsaw, but you may carry out a comparable activity/tasks that merits the same level of concentration). In this Factor consideration is given to the **nature, degree** and **duration** of concentration required to do the job on a day to day basis.

All 13 Factors are set out in the same manner. They begin with an introductory statement which provides the factor definition. The factor definition indicates the specific aspect of the job demand in one or two paragraphs indicating the type of job demand and a final statement indicating the assessment of the demands – **nature (what you do), degree (level of intensity) frequency (how often) and duration (how long for)**. Below is a brief outline for each of the Factors, a more detailed description for each is contained within Appendix 1 of this guide.

### Factor 1

**Working Environment** – this factor looks at where you carry out your role, whether this involves exposure to unpleasant conditions and any requirement for Protective Personal Equipment (PPE).

### Factor 2

**Physical Coordination** – The tools and equipment you use to carry out the main activities of your job and the degree of precision required. It also considers whether it is a requirement of your role, to drive

### Factor 3

**Physical Effort** – The requirement for strength and/or stamina required to carry out the main tasks of your job.

### Factor 4

**Mental Skills** – The thinking skills required to resolve difficult and challenging problems encountered within your job and any requirement for planning/scheduling activities.

### Factor 5

**Concentration** – The intensity of the concentration required to be sustained for you as a Jobholder and what creates, breaks that concentration within your role.

### Factor 6

**Communication Skills** – Who you as a Jobholder communicate with, how you communicate with those individuals and the purpose of the communication.

### Factor 7

**Dealing With Relationships** – The requirement for you as a Jobholder, if any, to deal with individuals who are particularly demanding and if so, what makes them demanding? How do you respond to these individuals / clients?

**Factor 8**

**Responsibility for Employees** – Whether you have any responsibility within your job for other people / Team members including Students, New Starts & Trainees.

**Factor 9**

**Responsibility for Services to Others** – The service you provide on behalf of the Council through completion of the tasks in your role and who you provide that service to including clients, service users, customers.

**Factor 10**

**Responsibility for Finance** – Whether your role requires you to deal with anything “directly” from actual cash, vouchers etc. through to “indirectly” such as any budgetary responsibilities.

**Factor 11**

**Responsibility for Physical and Information Resources** – Your responsibility for Council Resources. This includes equipment used to complete your day to day tasks, stocks/supplies and/or buildings, information (paper based or electronic) that you deal with as a routine part of your role.

**Factor 12**

**Initiative and Independence** – What problems you must deal with independently as a routine part of your role, the decisions

you are able to take and the extent to which advice and guidance is available to you.

**Factor 13**

**Knowledge** – The knowledge / qualification(s) / experience required to undertake your role and how that knowledge is gained, not what knowledge/qualifications you have personally.



## Section 3 – JE Process

### Categories of Jobs

The starting point for the Job Evaluation process is to identify **Benchmark jobs**.

Jobs are considered as a benchmark when they meet one of the following criteria:

- Undertaken by large numbers of employees doing the same work
- Undertaken by employees doing broadly similar work in different departments, such as clerical and administrative jobs.

With the support of Heads of Service and HR Teams across the Glasgow family, 113 jobs were identified as benchmark jobs.

Evaluations will be carried out with a sample of jobholders from all 113 benchmark jobs that covers approximately 80% of the GCC workforce. The remaining 20% of the workforce, are considered to be 'Generic' or 'Unique' jobs, these jobs will be evaluated after the benchmark jobs.

### How do I know what category I am in?

Every job title within GCC falls into one of three categories

- Benchmark
- Generic
- Unique.

#### Benchmark Jobs

Jobs that are carried out by the largest population of the GCC workforce. The combined total of all the benchmark jobs amounts to 80% of the entire workforce.

Jobs in this category are carried out by large numbers of GCC employees or a group of employees that are undertaking similar jobs.

Examples of Benchmark jobs include, Home Carers, Cleaners, Catering Assistants, Support for Learning Workers, Child Development Works and Glasgow Life Assistants

#### Generic Jobs

Jobs that are similar to benchmark jobs in as much as they are carried out by a number or group of jobholders doing the same job.

Generic jobs however, have smaller numbers of jobholders carrying out these jobs.

Examples of Generic jobs include Senior Catering Assistants.

### **Unique Jobs**

These are jobs that are normally carried out by one individual within the whole council.

Examples of Unique jobs include, Microbiologist and Geologist.

## **The Job Evaluation Process**

All roles to be evaluated will go through the steps of the Job Evaluation (JE) Process: information gathering, assessment, quality assurance, verification, consistency checking and assimilation. There is also an appeals process available if appropriate.

### **Information Gathering**

During the first stage of the Job Evaluation process the Job Analysts will gather information on your role. This can include background research on your service and reviewing previous job descriptions / person specifications. You will be asked to participate in a briefing session in order to be given an overview of the JE processes. Following the briefing you are invited to complete a Job Evaluation Questionnaire ahead of the next stage.

### **Assessment**

The second stage will involve you participating in a JE interview. The interview will be undertaken by two trained Job Analysts, and should feel more like a discussion, giving you the opportunity to chat about your role in detail. You can bring along support to the interview, this can be a Trade Union Representative or colleague. At the end of the Job Evaluation interview all of the answers you provide / options selected within Gauge+ will be collated into a document called a Job Overview Document (JOD). This JOD is the record of the interview and forms the basis of the evaluation.

### **Quality Assurance (QA)**

Following the interview, your completed Job Overview Document (JOD) and supporting evidence will be reviewed and discussed by a group of Analysts, in order to ensure, the evaluation outcomes matched the information gathered and that the interview was fair and processes were followed correctly, including local guidance.

### **Verification**

After the QA stage has been completed you and your Line Manager will be given copies of your JOD. You will be required to meet with your Line Manager to discuss your JOD and decide whether you can both come to a consensus that your JOD is a fair representation of your role or whether further discussions are required. Job Analysts will be available to provide advice and guidance if required.

## Consistency Checking

The next step in the JE process is to review your role alongside similar roles in order to confirm that the role has been approached in a consistent manner and the same interpretations have been consistently applied. If any inconsistencies are found they will be investigated, to understand why the differences in evaluation have occurred.

## Assimilation

The information collected from the sample of jobholders during the JE processes becomes the JE outcome. It is the JE outcomes which will then be used to formulate the rank order of jobs within the organisation. This in turn will help form the basis for the new Pay and Grading structure

## Appeals

Every Job Holder will have access to appeal the outcome of their job evaluation. An appeal cannot be submitted on the grounds of not being satisfied with the salary outcome. Appeals can only be submitted on the JE process itself, e.g. if it is felt that the process was not applied correctly, or the evidence gathered and used for reviewing the role was not correct.

## Gauge+

The system GCC are using to support the Job Evaluation process is Gauge+ developed by a company called Pilat. All Job Analysts attended formal training delivered by Pilat. The system follows the same 13 factors as the Scottish Joint

Council's Job Evaluation Scheme and provides a structure for the discussion between the Analysts and jobholders.

Using Gauge+ ensures a consistent approach is taken by all Analysts across the 3 hubs during the discussion with the jobholder and assists in a consistent application of the Scheme as the system displays set questions for each factor and based on the answer chosen, the system determines the relevant follow up question. The answers chosen helps to determine the nature, degree, frequency and duration of the demand under each factor.

A Job Overview Document (JOD) will be produced at the end of the interview, the JOD is the summary of the questions asked and answers chosen during the discussion between the Analysts and jobholders.

## The Purpose of the JE Briefing

The main purpose of the Job Evaluation briefing is to provide Job holders, Line managers and Trade Union representatives with an overview of the Job Evaluation Scheme chosen by Glasgow City Council. The various stages of the process will also be explained to you, including the steps that have already been completed.

## The Purpose of the JE Questionnaire

There are several reasons why you are being asked to complete the questionnaire:

- It allows you, the job holder, to think about the job you do on a day to day basis. Most people go to their place of work every day and do their job without thinking about what they do.
- You will be able to think about your job and relate it to the job evaluation factors. This will assist with your preparation before your interview. The questionnaire helps you break down your job into the detail the Analysts need to evaluate your job.

If you require assistance with your questionnaire you can ask your colleagues, Trade Union representatives or call the analysts to help you. However, your answers must be about the job activities that you perform, not the activities of colleagues.

There are 3 different questionnaires available:

- Full version
- Reduced version
- No questions

Glasgow City Council (GCC) and the Operational Steering Group (OSG) have agreed the full version of the questionnaire is preferred for Glasgow's job evaluation process.

## The Purpose of the Interview

The purpose of the interview is for you, the job holder, to be given the opportunity to describe in greater detail, what is involved in your job. It is helpful for the Analysts to speak to the person who does the job and allows us to gather information.

If you completed a questionnaire this will be referred to throughout the discussion and we may ask you to expand on the examples and information provided.

During the discussion the information you provide on your job will allow the Analyst to go through the 13 factors and input into the Job Evaluation software. The second Analyst will take notes on the examples given. Discussion can take place with the job holder alone, or with a colleague or a trade union representative present.

At the end of the interview the software will produce a Job Overview Document (JOD), which you will be able to read, this is a summary of the questions asked and the answer options selected, you should be able to see your job demands within the overview document.

## Local Guidance

The Scottish Joint Council (SJC) Job Evaluation Scheme has been designed to allow for a level of local interpretation by the organisations that use the scheme.

For example, Glasgow City Council (GCC) has the largest population for a Scottish local authority, while at the other extreme lies the Orkney Islands which has the smallest population. Both councils will undertake the same roles, but some activities will be carried out differently due to the size of the communities they are serving, which in turn will lead to authorities requiring different definitions or interpretations to some of the factors in the Job Evaluation (JE) scheme. These interpretations become the authority's own Local Guidance document.

For example, when evaluating a role, Factor 8 looks at a job holder's Responsibility for Employees. Local Guidance can have an impact here, in deciding on the differences between a supervisor and a manager's responsibilities. The Local Guidance document will be reviewed and updated throughout the job evaluation project. All decisions regarding Local Guidance will be finalised by the JE Steering Group.

## Section 4 – Roles

In this section we will explain within the context of the Job Evaluation Process, the roles of the **Jobholder**, **Line Manager** and **Trade Union Representative**.

### Role of – JOBHOLDER

Your role as Job Holder is to view a **briefing session**, complete a **questionnaire**, participate in a **Job Evaluation interview** and discuss the findings from the interview, in a **Job Overview Document (JOD)** with your Line Manager. Reasonable time will be allocated to you by your Line Manager to complete each step.

It is anticipated the briefing session will last approximately one hour. The interview will take as long as necessary however it is expected to take at least 2 to 3 hours and if required may be conducted over a few sessions.

**Note:** You may, if you wish, be accompanied by your Trade Union Representative or a Colleague of your choice. It is your responsibility to make the necessary arrangements either with your Trades Union or Line Manager.

**BRIEFING SESSION:** The aim of the Briefing session is to be open and transparent. It will provide you with an overview of the Job Evaluation Scheme, chosen by Glasgow City Council, which is the SJC Scheme 3<sup>rd</sup> Edition. The different stages of the process will be explained to you, providing you with an

opportunity to ask any questions in advance of completing the questionnaire and participating in a Job Evaluation Interview.

In advance of your interview you will be given an opportunity to speak / meet with the Senior Analyst who will conduct your interview. You will also see a demonstration of Gauge+, the software package which will be used to record your answers and produce a **Job Overview Document (JOD)**.

**QUESTIONNAIRE:** The purpose of completing the questionnaire is for you as the Jobholder to explain the main work activities done on a daily/weekly /monthly or annual basis within the workplace and to describe any unusual aspects of your job. When completing the questionnaire, it is helpful to provide as much information as possible. This may seem an unusual and daunting request and as a Jobholder you may see this as a complex task, but the questionnaire will help the Job Analyst to understand your job and will help you prepare for the interview. The most informed person to describe or explain your job is **you** as the Jobholder.

Ideally, we need you to share information such as; what you do, how you do it, how often you do it, how physical your job is, how long each task you do takes, how much planning it takes to complete each area of work. About the concentration required within your role, the responsibility you have within your role etc.

**Note:** As a Jobholder we would ask you to complete the questionnaire to the best of your ability. If you believe it would be beneficial you can seek assistance from work

colleagues who undertake the same role. It is however important to recognise that where examples are asked for, the examples provided must be from your own experiences as you will be asked to comment or discuss the examples provided in further detail during the interview. If there are examples of paperwork used on a regular basis these can be brought to the interview for reference purposes / supporting information. Any example forms provided for this purpose must be blank or redacted as appropriate

**INTERVIEW:** Once you have completed your questionnaire and submitted this to the Job Evaluation Team, the next step for you is to participate in a Job Evaluation Interview. The purpose of the interview is to obtain further information about your job. It is important to be aware that it is the job you do that is being evaluated, not you as a Jobholder.

It is assumed the job is being performed to a competent standard, and the Jobholder will have at least 2 years' experience, in the role.

The format of the interview will consist of you (Jobholder), a Senior Analyst who will conduct the interview, assisted by an Analyst, who will take notes of the interview and of any examples provided by you. It is important for you to be fully engaged and participate fully in the interview process, as there is no better person to share information about a job than the person doing it.

You will be asked a series of questions about your job, relating to the 13 Factors of the SJC Scheme 3<sup>rd</sup> Edition, these questions will formulate the basis of the interview, together with

the information provided on your completed questionnaire. The responses to the questions for each of the 13 Factors will be recorded within Gauge+, the evaluation software. On completion of the interview, Gauge+ will provide a report namely a Job Overview Document (JOD) detailing the answers you have provided.

**Note:** In advance of participating in the interview, whilst not essential, it may be useful to keep a diary of your usual routine as most people who do the same job year after year, can tend to be over familiar with the day to day tasks they do and can forget or fail to realise some of the activities completed / undertaken. It would be useful for you to consider what the task is, what's involved in completing the task and when / how often the task is undertaken. This type of information can assist you during the process (how this can be achieved can be discussed with your Snr Analyst prior to your interview). This could also assist you with clarifying some of the choices to be made at Interview but also help your Line Manager when looking at the Job Overview Document (JOD) to see what you have chosen and why.

**JOB OVERVIEW DOCUMENT (JOD):** On conclusion of the interview you will be given the opportunity to review the JOD on screen. At some point after the interview is concluded, a JOD will be issued to you as the Jobholder. This will contain all of the information / responses (and comments) you provided, during the course of the Job Evaluation Interview, relating to the 13 Factors.

The next stage in the process is for you to meet with your Line Manager to discuss the JOD and agree the content by consensus. If agreement is reached a pro-forma to confirm so will be signed by both parties, if there is clarity or further discussion required on aspects of the JOD

The Job Evaluation Team are available to assist with any discussion or clarity needed. On conclusion details of your acceptance of the contents or not should be recorded on the pro-forma issued and directed to the Job valuation Team for review / consideration.

## Role of – LINE MANAGER

The role of your Line Manager is to support you throughout the Job Evaluation process; giving you time to view the Briefing Session, complete a questionnaire, time to participate in a Job Evaluation interview and meeting with you to discuss the findings from the interview and Job Overview Document (JOD).

**BRIEFING SESSION:** It is important that your Line Manager, particularly when involved in reviewing and agreeing job overview documents views the briefing session to gain an understanding of what Job Evaluation is, what is required of them and you and to provide support to you throughout the different stages of the process. Your line manager will provide appropriate time to view the briefing session, (approximately 1 hours).

**QUESTIONNAIRE:** Your Line Manager should provide appropriate time for you to complete the questionnaire. Your line manager can assist you with any questions you may have about your role for the purposes of completing the questionnaire but cannot complete the questionnaire on your behalf.

**INTERVIEW:** Your Line Manager is required to provide the appropriate time for you to participate in a Job Evaluation Interview. The interview will take as long as necessary however it is expected to take at least 2 to 3 hours.

Additionally during the Job Evaluation Interview, you can if you wish, be accompanied by a Trade Union Representative or a Colleague of your choice. It is your responsibility to make the necessary arrangements either with your Trades Union or Line Manager. Your Line Manager is not permitted to accompany you in the job evaluation interview.

**JOB OVERVIEW DOCUMENT (JOD):** At some point after the interview is concluded, a JOD will be issued to both you and your line manager. This will contain all of the information / responses (and comments) provided, during the course of the Job Evaluation Interview, relating to the 13 Factors.

The next stage in the process is for you and your Line Manager to meet to discuss the JOD and agree the content by consensus. If consensus is reached a pro-forma to confirm so will be signed by both parties, if there is clarity or further discussion required on aspects of the JOD the Job Evaluation



Team are available to assist with any discussion or clarity needed. On conclusion details of your acceptance of the contents or not should be recorded on the pro-forma issued and directed to the Job valuation Team.

## Role of – TRADE UNION REPRESENTATIVE

The role of your Trade Union Representative, if called upon, is to provide you with support, throughout the process of completing your **questionnaire**, attendance at your **Job Evaluation interview** and when you meet with your Line Manager to discuss the findings / outcome from your interview, **Job Overview Document (JOD)**.

**QUESTIONNAIRE:** Your Trade Union Representative, if called upon, should support you to accurately fill in your Job Evaluation questionnaire. Your Trade Union Representative cannot complete the questionnaire on your behalf.

**INTERVIEW:** Your Trade Union Representative if called upon can accompany you during the Job Evaluation interview for the purposes of providing support. It is important to be mindful that your Trade Union Representative is not there to put a case forward for you or to answer on your behalf but to support you and assist if required to present / share your information with the Job Analysts.

**JOB OVERVIEW DOCUMENT (JOD):** Help you as the Jobholder where necessary to understand the JOD and provide support, if called upon, when meeting with your Line Manager to discuss the content of the document.

## APPENDIX 1

### 13 Factors - Definitions

#### **FACTOR 1 – Working Environment**

This factor considers the predominant physical environment in which the job is normally carried out.

It covers exposure to disagreeable, unpleasant, uncomfortable or hazardous working conditions such as dust, dirt, temperature extremes and variations, humidity, noise, vibration, fumes and smells, human or animal waste, steam, smoke, grease or oil, inclement weather; and discomfort arising from the requirement to wear protective clothing.

The factor also considers hazardous aspects of the working environment which are unavoidable and integral to the job, such as the risk of illness or injury arising from exposure to diseases, toxic substances, machinery, lone working or work locations. Health and safety regulations and requirements are assumed to be met by both the employer and the employee. The factor takes into account the nature and degree of unpleasantness or discomfort, the frequency and duration of exposure to particular conditions in the course of normal working; and the effect of variations or combinations of disagreeable conditions.

#### **FACTOR 2 – Physical Coordination**

This factor considers the predominant demands for physical co-ordination required to do the job.

It covers manual and finger dexterity, hand-eye co-ordination, and co-ordination of limbs and/or senses required in the course of normal working. The factor takes into account the nature and degree of co-ordination required, and any need for speed or precision in undertaking the specified task.

#### **FACTOR 3 – Physical Effort**

This factor considers the strength and stamina required to do the job.

It covers all forms of physical effort required in the course of normal working, for example, standing, walking, lifting, carrying, pulling, pushing, working in awkward positions such as bending, crouching, stretching; for sitting, standing or working in a constrained position.

The factor takes account of the greatest demands on the jobholder in terms of the nature and degree of physical effort required, and the other main demands in terms of the frequency and duration of the physical effort required to do the job.

#### **FACTOR 4 – Mental Skills**

This factor considers the predominant thinking requirement in the job.

It includes problem solving, options appraisal, creativity and design, innovation, imaginative and developmental skills, analytical and strategic thinking, research, planning, and the ability to conceptualise.

The factor takes into account the predominant nature and complexity of the mental tasks undertaken.

#### **FACTOR 5 – Concentration**

This factor considers the concentration required to do the job.

It covers the need for mental or sensory attention, awareness and alertness, and anything which may make concentration more difficult, such as repetitive work, interruptions or the need to switch between varied tasks or activities; and other forms of work-related pressure, for example, arising from simultaneous/conflicting work demands or deadlines.

The factor takes into account the nature and degree of the highest level of concentration required in the course of normal working, and the duration of the requirement.

#### **FACTOR 6 – Communication skill**

This factor considers the most demanding requirement for spoken and written communication in the course of normal working.

It covers the nature of oral, sign, linguistic and written communication skills such as informing, exchanging information, listening, interviewing, persuading, advising, presenting, training, facilitating, conciliating, counselling, negotiating, and advocacy.

The factor takes into account the purpose of the communication, the sensitivity, complexity or contentiousness of the subject matter, and the nature and diversity of the intended audience.

#### **FACTOR 7 – Dealing with Relationships**

This factor considers the additional demands on the jobholder in terms of service delivery arising from the circumstances and/or behaviour of those he/she comes into contact with as an integral part of normal working.

It covers the interpersonal skills needed to deal with and/or care for other people (excluding the job holder's immediate work colleagues) who are upset, unwell, difficult, angry, frail, confused, have special needs, are at risk of abuse, are in need of palliative or end of life care, or are disadvantaged in some way. It also considers the need to cope with abuse, aggression, the threat of violence, and/or to deal with conflict.

The factor takes account of the extent of dealing with such contacts in the course of normal working, and the frequency and duration of the contact.

### **FACTOR 8 – Responsibility for Employees**

This factor considers the predominant responsibility of the jobholder for the supervision, co-ordination or management of employees, or equivalent others.

It includes responsibilities for work allocation and planning, checking, evaluating and supervising the work of others; providing guidance, training and development of own team/employees, motivation and leadership; and involvement in personnel practices such as recruitment, appraisal and discipline.

The factor takes account of the nature of the responsibility, rather than the precise numbers of employees supervised, co-ordinated or managed; and the extent to which the jobholder contributes to the overall responsibility for employees.

### **FACTOR 9 – Responsibility for services to others**

This factor considers the jobholder's predominant responsibility to others in terms of the quality and delivery of service provision.

It covers responsibilities for the provision of physical, mental, social, economic, business and environmental services, including health and safety. This includes services to

individuals or groups such as internal or external clients, service users and recipients, customers, contractors, and members of the public.

The factor takes account of the nature of the responsibility and the extent of the jobholder's impact on individuals or groups. For example, providing personal services, advice and guidance, or other forms of assistance; applying, implementing or enforcing regulations; or designing, developing, implementing and/or improving services or processes.

### **FACTOR 10 – Responsibility for financial resources**

This factor considers the jobholder's predominant responsibility for financial resources.

It covers responsibility for cash, vouchers, cheques, debits and credits, invoices, and responsibility for the range of budgetary activities - including project, expenditure and income budgets, income generation and the generation of savings, assessments of risk/grants, loans/investments.

It takes into account the nature of the responsibility, for example, accuracy, processing, checking, safekeeping, security, authorising, monitoring, accounting, auditing, budgeting, estimating, business and financial planning, control and long term development of financial resources. It also takes into account the need to ensure economy, efficiency and effectiveness in the use of financial resources, and the need to ensure financial probity.

The factor takes into account the extent to which the jobholder contributes to the overall responsibility, rather than just the value of the financial resources.

### **FACTOR 11 – Responsibility for Physical and Information Resources**

This factor considers the jobholder's primary and secondary responsibilities for the Council's physical and information resources.

It covers tools, equipment, instruments, vehicles, plant and machinery, materials, goods, produce, stocks and supplies, paper based, or electronic information used in the course of normal working. It also covers responsibility for offices, buildings, fixtures and fittings; council databases, information systems and records; land and construction works.

It takes into account the nature of the jobholder's primary responsibility for resources and any secondary responsibility, for example, safekeeping, confidentiality and security; deployment and control; maintenance and repair; requisition and purchasing; planning, organising, or design and long-term development of physical or information resources.

The factor takes into account the degree to which the jobholder contributes to the overall responsibility, and the value of the resource.

### **FACTOR 12 – Initiative and Independence**

This factor considers the jobholder's scope to exercise initiative and the extent to which they have freedom to act.

It takes into account the predominant nature and degree of supervision and guidance of the jobholder provided by instructions, procedures, practices, checks, policy, precedent, regulation, strategy and statute.

### **FACTOR 13 – Knowledge**

This factor considers what the jobholder predominantly needs to know to do the job.

It covers all practical, procedural, technical, specialist, policy and organisational knowledge required for the job, including knowledge of equipment and machinery, numeracy and literacy, culture and techniques, ideas, theories and concepts necessary to do the job.

It takes into account the breadth, and complexity of knowledge required, and the depth of understanding needed. It considers the minimum qualifications or experience which will typically be needed to do the job but does not take into account qualifications specified as a recruitment criteria to fill the post. These minimum qualifications and experience will therefore not necessarily be those held by any individual job hold.