

Job Evaluation Policy & Procedure

Quick Reference - Associated Documents and Version Control

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Job Evaluation Policy:

1. INTRODUCTION

- 1.1** The Council implemented the Single Status Agreement in 2009 using the agreed Scottish Joint Councils' Job Evaluation (SJC) Scheme to evaluate local government employee posts. The Council build on and extend this work by continuing to use the SCJE Scheme where new posts are introduced or where there have been material changes in the duties and responsibilities of posts that impact on one of more of the 13 factors of the SJC Job Evaluation Scheme.
- 1.2** The Council is committed to ensure a fair, open, transparent and legally compliant approach to the evaluation of jobs and ensure equal pay for work of equal value. This policy and supporting procedure sets out the Council's approach to ensuring consistency in the evaluation of new jobs and the re-evaluation of existing jobs beyond the initial application of the SJC Job Evaluation Scheme within the Council.

2. DEFINITION

- 2.1** Job Evaluation is defined by the Equalities Human Rights Commission (EHRC) as *"a method for comparing different jobs to provide a basis for a grading and pay structure. Its aim is to evaluate the job, not the jobholder, and to provide a relatively objective means of assessing the demands of a job"*
- 2.2** The evaluation process will be supported by the Gauge system which is an online system to support and speed up steps in the evaluation process and generate a Job Overview document.

3. SCOPE

- 3.1** This policy applies to all Local Government employees including Craft Workers and Chief Officers. Teachers are excluded and are covered by the SNCT Job Sizing Scheme.
- 3.2** The Council will ensure that good equal opportunities practice underpins the operation of this policy irrespective of age; disability; sex; gender re-assignment; race; religion or belief; pregnancy and maternity; marriage and civil partnership; or sexual orientation.

4. KEY PRINCIPLES

- 4.1** The key principles of the Job Evaluation Policy and Procedure are to ensure that:

- The Council provides equality in terms of pay and that our job evaluation processes are fair, open, consistent and legally compliant.
- The SJC Job Evaluation Scheme is used to evaluate jobs and it is fit for purpose and supports the Council to provide an objective, rational and reliable measure of the size and significance of each job in relation to other jobs within the Council.
- A robust framework is in place to evaluate posts using factual and objective documentation and allow appeals against evaluation outcomes.
- Evaluation is undertaken by a panel of trained and competent job analysts, who will include independent representatives and representatives from trade unions and human resources.
- Jobs, not people, are evaluated and it does not consider the individual's performance.

5. LEGISLATIVE CONTEXT/POLICY FRAMEWORK

- 5.1** The Policy and Procedure complies with the Equality Act 2010.
- 5.2** The Policy and Procedure also complies with ACAS Guidance "Job Evaluation: Consideration and Risks" and the Equality and Human Rights Commission (EHRC) Job Evaluation Checklists.
- 5.3** The Policy and Procedure is based on the principles contained within the Scottish Joint Council for Local Government Employees Job Evaluation Scheme's Practice Manual and Model Job Evaluation Appeal Procedure.

6. APPLICATION OF POLICY AND PROCEDURE

- 6.1** A separate Job Evaluation Procedure, documentation and flowcharts have been developed to support the application of the Policy.

7. ROLES AND RESPONSIBILITIES

In order to support the application of this policy and procedure, the following roles and responsibilities will apply:

7.1 Council

- Responsibility to provide a robust job evaluation policy and process to underpin equal pay legislation.
- Ensure that training is provided for those involved in the job evaluation process and ensure that job evaluation is undertaken in a fair, open and transparent way.

7.2 Managers:

- Responsible for understanding the Job Evaluation Policy and Procedure and their role in the process. Managers are required to liaise with their People and Change Partners when considering submitting a job evaluation request, work with them to complete submission and provide the appropriate documentation as required.
- Must ensure that job profiles are accurate, complete and comprehensive and meet the needs of the service and that they are completed on the standard template.
- Responsible for attending Job Evaluation/Appeals Panels as requested to provide information on the role being evaluated.

7.3 People and Change Partners

- Support and challenge the requirement for additional roles considering the wider context of a joined up, one council approach alongside the service and workforce planning priorities
- Provide advice and guidance on the Job Evaluation Policy and Procedure to managers in relation to developing accurate, complete and comprehensive job profiles.
- Ensure that Job Profiles are suitable for submission to the Job Evaluation process and submit posts for evaluation to the appropriate team in accordance with submission deadlines.
- Contribute to the development and review of the Job Evaluation Policy and Procedure in line with legislative requirements and good practice.
- Attend Job Evaluation / Consistency Panels as requested to assist in providing information on the role(s) being evaluated.

7.4 Human Resources:

- Ensure compliance with the Job Evaluation Policy and Procedure, and ensuring the administration of the Job Evaluation process on behalf of the Council, including notification of outcomes.
- Develop and maintain effective documentation and systems to evidence compliance with the policy and procedure and support an auditable process.
- Ensure that those involved at all stages of the evaluation process are provided with adequate training to undertake their role.
- Ensure adequate resources are available through maintenance of a pool of trained Job Analysts available to participate in the process.
- Provide advice and guidance to managers in relation to developing accurate, complete and comprehensive job profiles, and provide advice and guidance to managers in relation to the Job Evaluation Policy and Procedure.
- Lead on the development and review of the Job Evaluation Policy and Procedure and supporting documentation in line with legislative requirements and good practice.

- Consult with Trades Unions on the development and review of the Job Evaluation Policy and Procedure in accordance with the terms of the Policy Framework.

7.5 Trades Unions:

- Contribute, via the consultation process, to the development and review of the Job Evaluation Policy and Procedure
- Actively support the ongoing training and participation of trade union representatives in the evaluation process. Support their members by providing advice and guidance to employees in relation to the Job Evaluation Policy, Procedure and process.
- Support the Job Evaluation process as a Job Analyst/Panel Member or as an employee representative and not undertaking both roles in relation to a particular job or group of jobs.

7.6 Job Analysts/Job Evaluation Panel Members:

- Maintain confidentiality with regard to all aspects of work undertaken and must declare any conflict of interest with any role being evaluated.
- Responsible for attending training as required and ensuring a full understanding of the Scottish Councils' Job Evaluation Scheme.
- Follow the job evaluation procedure as outlined in the policy, procedure and supporting documentation.
- Undertaking the role on a regular basis and participate and attend evaluation panels to which they have given a commitment.

7.7 Employees:

- Provide all relevant information with their submission to the Job Evaluation or Appeals Panel.
- Ensure that any documentation submitted is accurate, complete and comprehensive and that they are completed on the standard templates.
- Responsible for attending Job Evaluation Panels and Appeals Panels as requested to provide information on the role being evaluated.

8 REVIEW AND MONITORING

- 8.1** The Job Evaluation Policy, Procedure and supporting documentation will be reviewed on an ongoing basis to ensure that it remains fit for purpose and that it is being implemented fairly and consistently.
- 8.2** Reviews will undertaken to ensure compliance with legislation, developments of the national scheme and recommended best practice.

JOB EVALUATION PROCEDURE

1. INTRODUCTION

- 1.1** This procedure applies to Local Government employees including Craft Workers and Chief Officers. Teachers are excluded.
- 1.2** This procedure will assist managers, employees and Trades Unions through the Job Evaluation process.
- 1.3** The job evaluation procedure will:
 - Evaluate the job and not the person doing it;
 - Consider the demands of the job. It will not consider the total volume of work, the number of people required to do it or the ability of the job holder;
 - Assume that the job is being/will be performed to an acceptable standard;
 - Evaluate the job as it is now, not how it was done previously or may be done in the future.

2. CONTEXT

- 2.1** This procedure sets out a mechanism to respond to those circumstances which justify a re-evaluation of an existing job or the evaluation of a new job.
- 2.2** Services will be expected to maintain stability in their job grades, and managers must ensure that employees work within the terms of their job description. Any change in duties which extends beyond an employee's current job description should be as a result of an informed decision and agreement of their line manager, and not as an unplanned consequence of circumstances evolving incrementally.
- 2.3** The procedure addresses both individual requests from employees and managers as well as evaluations arising from structure reviews or service specific requirements.

3. MATCHING / CONSIDERATION OF ROLES AGAINST ROLES THAT ALREADY EXIST

- 3.1** When reviewing the needs of a service, managers may identify a requirement for a similar role to that which already exists within the wider council (historical or current). If, following discussion with the People and Change Partner, a potential match is identified this must always be appropriately considered against the factor level listings.

- 3.2** This exercise is undertaken by two job analysts and seeks to establish whether the established role is indeed a match to the role identified and that all factors have been appropriately considered.
- 3.3** The manager should indicate the role requirements along with the role believed to be an appropriate match to the employee relations mailbox. This process should not be used to secure a specific grade.
- 3.4** The appropriateness of this approach will be confirmed/rejected by the analysts. If confirmed, these applications will also be reviewed at the beginning of the next job evaluation panel

* As previously agreed, roles at grade 9 and above will not be matched and will always require to go forward for full evaluation.

4. EVALUATION OF NEW JOBS

Documentation

- 4.1** When a Service seeks to establish a new job as part of a structure review or new project, the Service (in consultation with their People and Change Partner) must submit the following information via the online 'Establishment Change – New Post' form to add the new post to their establishment and allow a job evaluation to be carried out:

- A copy of the Job Profile, including Person Specification; and
- Details as to the background of the post and why it is being created.

Approval

- 4.2** When the request for an additional post in the establishment has been approved by the appropriate People and Change Partner, Finance Business Partner and the Chief Officer - People & Technology, notification will be sent to HR that the post requires to be evaluated.

Evaluation

- 4.3** Once the completed and approved documentation is received by HR, arrangements will be made to schedule the post on to the next available Job Evaluation Panel.
- 4.4** The Job Evaluation Panel will consist of 3 analysts: an independent analyst, a trade union analyst and an HR analyst. The Panel will meet with the manager (to evaluate the job).
- 4.5** The national online job evaluation system (Gauge system) will be used to undertake the evaluation along with submitted documentation and information obtained through discussion at the Panel.

- 4.6** The Gauge system will score the post in line with the responses given and a Job Overview Document and Factor Levels Listing will be generated.
- 4.7** No indication of an outcome will be given at the Panel, as the outcome is subject to a consistency check.
- 4.8** A consistency check is carried out to ensure that the evaluation is accurate and consistent with existing evaluated posts across the Council in order to avoid anomalies. The consistency check is carried out by reviewing the outcome in line with hierarchies, reporting lines, subordinates, and equivalent and higher graded posts within the relevant structure and across the Council.
- 4.9** The Manager is provided with confirmation of the outcome / grade in writing and provided with the relevant documentation.
- 4.10** If after 6 months of operation of the new post it is felt that the demands of the post have not been captured accurately, a review will be considered by the Strategic People & Change Manager, or nominated People and Change Partner (as appropriate). Their decision is final.

5. RE-EVALUATION OF CHANGED JOBS

- 5.1** Managers and employees can request the re-evaluation of jobs that have changed out-with restructures or service reviews.

Criteria

- 5.2** The following criteria must be met before an application for re-evaluation of an existing job can progress:
- There is a material change in the duties and responsibilities impacting on one or more of the 13 factors of the Job Evaluation Scheme;
 - The change is a necessary part of the post remit (as determined by the line manager) and is considered to be a permanent feature of the post;
 - The change arises directly from service requirements;
 - Clear documentary evidence of the substantial change can be provided to support the request, including the impact on the Scheme factors (wording that has been lifted directly from the Job Evaluation Scheme is not supporting evidence and will result in rejection of the submission);
 - At least twelve months have passed since the effective date of implementation of the original job evaluation outcome, any previous appeal, or a subsequent re-evaluation.

5.3 The procedure is not intended, designed or available for cases where:

- the change which has prompted the request is an increased volume of work that could be addressed by employing more people in the same role;
- the request relates to a claim of comparability with another post or employee (either within or out with the Council) or seeks to restore previous differentials or establish parity;
- The basis for the claim is a residual or ongoing dissatisfaction with the outcome of the original job evaluation exercise or structural review;
- the request is based on an individual's opinion as to what the job remit should be (and not supported by the manager).

Approval

5.4 If the Line Manager agrees that the criteria are met in full both should complete the relevant sections of the 'Re-evaluation Request Form'. Approval should then be sought from the appropriate Chief Officer before being submitted.

5.5 If the Line Manager does not agree, this should also be recorded on the 'Re-evaluation Request Form' and the post holder may ask for the matter to be referred to the relevant Chief Officer for determination. In the event that the Chief Officer determines that the request for re-evaluation does not meet all of the criteria, the employee will be advised accordingly and their request will not proceed any further. This decision is final.

Documentation

5.6 Where supported, the completed 'Re-evaluation Request Form' should be signed by the Chief Officer and submitted to the appropriate People and Change Partner. Until the Chief Officer approves the form, the submission is not considered complete.

5.7 Once completed, the 'Re-evaluation Request Form' will form part of the submission and will be reviewed by the Job Analyst Team as part of the evaluation. It should be completed as fully as possible.

Submission

5.8 Re-evaluation requests will be accepted at any time with the commitment to hold re-evaluation panels in May and November each year, subject to demand. Where possible and space on panels allow, re-evaluations can take place throughout the year, however new posts will take priority. Outcomes will be advised within 10 days of the panel.

Evaluation

- 5.9** Re-evaluation requests will be evaluated in line with the procedure outlined from section 4.3 to section 4.9.
- 5.10** Employees submitting re-evaluation requests will be required to attend the relevant Job Evaluation panel. Their Line Manager will also be required to attend.
- 5.11** Employees will also be invited to attend Job Evaluation Panels for requests submitted by their Line Manager in relation to their job.

Approval

- 5.12** If the re-evaluation results in a change to the grade the line manager must complete the online 'Establishment Change – Post Amendment' form to update the grade on their establishment. The form will then need to be approved by the appropriate People and Change Partner, Finance Business Partner and the Chief Officer - People & Technology. An online Achieve form will also need to be completed to action the change for the employee – this should be completed by the Line Manager.

Effective Date

- 5.13** The effective date of application of the revised grade will be the date of receipt of the submission of the completed and approved request form (see 5.6).
- 5.14** The employee will normally be placed on the first point of the new grade. Any deviation from this must be discussed with the Chief Officer – People & Technology. Subject to their agreement and suitable rationale, placement may be escalated.

Right of Appeal

- 5.15** The manager and employee have the right to appeal the outcome of the evaluation, subject to 6.1.

6. JOB EVALUATION APPEAL PROCEDURE

Grounds of Appeal

- 6.1** Employees and managers have a right of appeal against the outcome of the evaluation or re-evaluation on one or more of the following grounds:
- There is factual inaccuracy in either the inputs or the outputs of the evaluation process;
 - The job evaluation process was not carried out in accordance with the Council's Job Evaluation procedure;

- There has been a misapplication of the factor definitions, levels and guidance of the Scottish Councils' Single Status Job Evaluation Scheme.

6.2 Appeals on the grounds of comparability with other jobs (either within the individual Council, other Councils or nationally) or appeals seeking to restore previous grading or pay differentials will be **inadmissible**.

Timescale

6.3 Appeals against the outcome of the evaluation or re-evaluation must be submitted to HR within 10 days of the date of written notification of the evaluation outcome.

6.4 Receipt of submitted appeals should be acknowledged in writing within 10 working days.

6.5 The Council will endeavour to determine the outcome of Job Evaluation appeals within 4 calendar months.

Documentation

6.6 Appeals must be submitted on the 'Appeal Against Evaluation/Re-evaluation Outcome' form and submitted along with all supporting documentation upon which the appeal relies.

6.7 Appeal submissions must identify the factors being appealed and detail the case under each of the relevant factor headings.

6.8 An appeal will be deemed inadmissible if:

- Is not in line with the grounds for appeal, detailed at 6.1.
- No evidence relevant to the factor(s) being appealed has been submitted;
- The evidence relates to increased volume of work rather than a change to the Factor Definitions and Scores; or
- The evidence is based on comparison with other employees; or
- The submission is based solely on wording directly lifted from the Job Evaluation Scheme.

Job Evaluation Appeal Panel Constitution

6.9 The Job Evaluation Appeal Panel will comprise of 3 Job Analysts: an Independent analyst, a Trades Union analyst and an HR analyst. Where possible, none of these panel members should have been involved with the evaluation of the post.

Process

- 6.10** Individual appeals against evaluation or re-evaluation should be submitted on the Appeal against Evaluation/Re-evaluation Outcome Form which identifies:
- The grounds of the appeal
 - The factor level assessments being appealed against
 - The appellant's case under each of the relevant factor headings
 - The views of the relevant line manager, and/or the next line manager as appropriate, in relation to the factual content of the job and the accuracy of the appellant's case.
- 6.11** Arrangements will be made for the written appeal submission to be considered by Strategic People & Change Manager or a nominated People and Change partner (as appropriate) and a trained Job Analyst without the presence of the individual or their manager in order to:
- Determine whether there are admissible grounds for the appeal;
 - Identify any matters requiring further investigation or further information;
 - Identify any non-job evaluation issues out with the remit of the Job Evaluation process, for referral to the relevant People and Change Partner.
- 6.12** The considerations will focus on the Factors appealed but may also include other Factors referred to during the process.
- 6.13** The possible outcomes of this initial consideration are:
- That the appeal has not been upheld and the case will be rejected or
 - The appeal has been upheld in full or in part and will be heard by a Job Evaluation Appeal Panel.
- 6.14** Employees or Managers will be advised of the outcome of the appeal, including reasons within 10 working days of the consideration meeting.
- 6.15** The decision is final; there is no right of appeal.
- 6.16** Where it is determined that the case should be heard by a Job Evaluation Appeal Panel the necessary arrangements will be made and the employee and their Line Manager will be advised.
- 6.17** Appellants may be accompanied to the Panel by their Trade Union representative if they so choose.
- 6.18** Appellants will have 10 minutes to present their case after which they may be questioned by members of the Panel for no more than 10 minutes.
- 6.19** Once the case has been presented the Job Evaluation Appeal Panel will consider the information presented and re-evaluate in line with the procedure detailed from section 4.3 to section 4.9 of this procedure if applicable.

6.20 The appeal outcome will be decided on by the Job Evaluation Appeal Panel from the following options:

- Upheld in full or part - the case was well founded in fact and supported by agreed evidence - an evaluation will be undertaken;
- Rejected - the case was not well founded.

6.21 The manager and/or employee will be advised in writing by HR after the Appeal Panel and, where requested, feedback will be given by the Chair of the Panel.

6.22 There is no further right of appeal after the Job Evaluation Appeal Panel.

Appendix 1

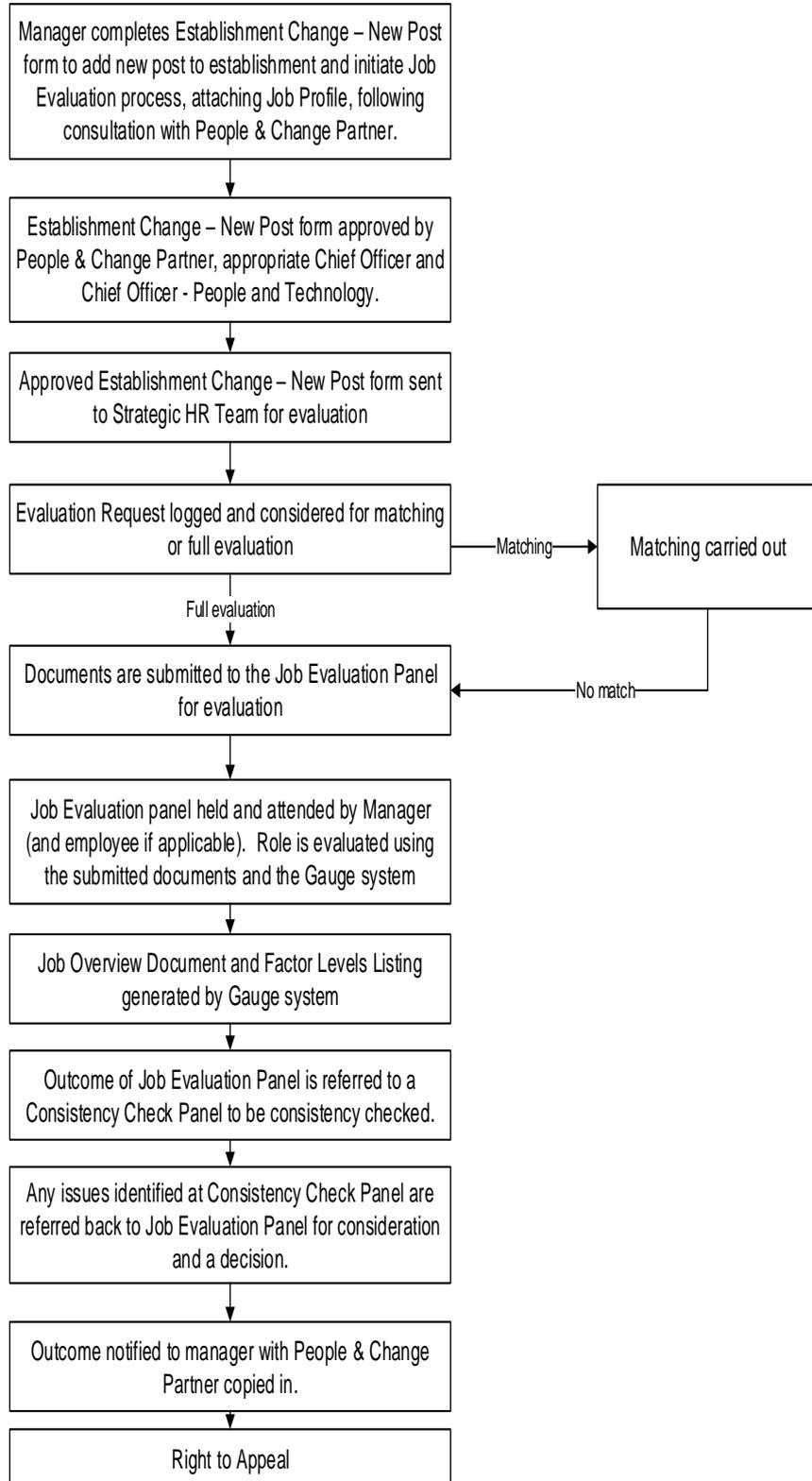
Glossary of Terms

A number of terms are used within the Policy and Procedure and these terms are explained in detail below:

Job Evaluation	robust, fair, open and transparent process of determining the value of a post using the SJC JE Scheme and achieving and maintaining grading structures which satisfy the principle of equal pay for work of equal value
Job Profile	a factual written account of the purpose, major tasks and main activities carried out by a post holder or a number of post holders.
Person Specification	an extension of the Job Profile. It is a profile of the ideal person for the job; listing the criteria necessary to do the job.
Job Overview Document	the computerised job evaluation system (Gauge) produces a Job Overview Document as a summary of the information captured during the evaluation process. This is different in style and content from job profiles and person specifications.
Job Evaluation	process of systematically identifying the critical elements of the job, the necessary knowledge, skills, abilities and other personal characteristics required by the way of Job Profiles, Person Specifications, Job Evaluation Request Form and Interview to determine the evaluation outcome of the job using the SJC JE Scheme.
Job Evaluation Panel	group of trained and impartial evaluators, comprising of independent trained council officers, trade unions and human resources who undertake the job evaluation process.
Job Evaluation Appeal Panel	additional scrutiny applied where a manager or post holder(s) feels that the evaluation is incorrect. Panel comprises of independent trained council officers, trade unions and human resources

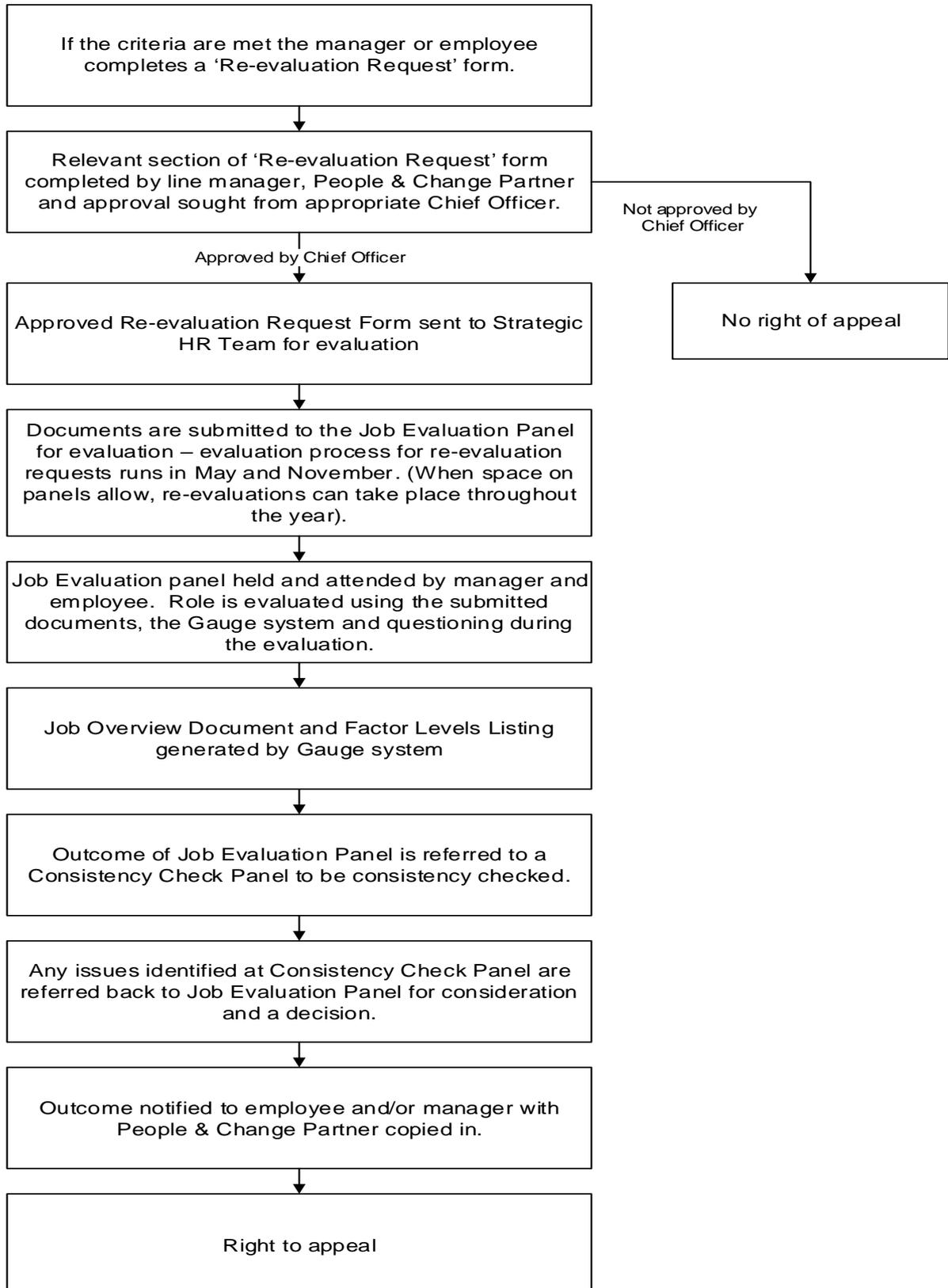
Appendix 2

Evaluation of New Jobs



Appendix 3

Re-evaluation of Existing Jobs

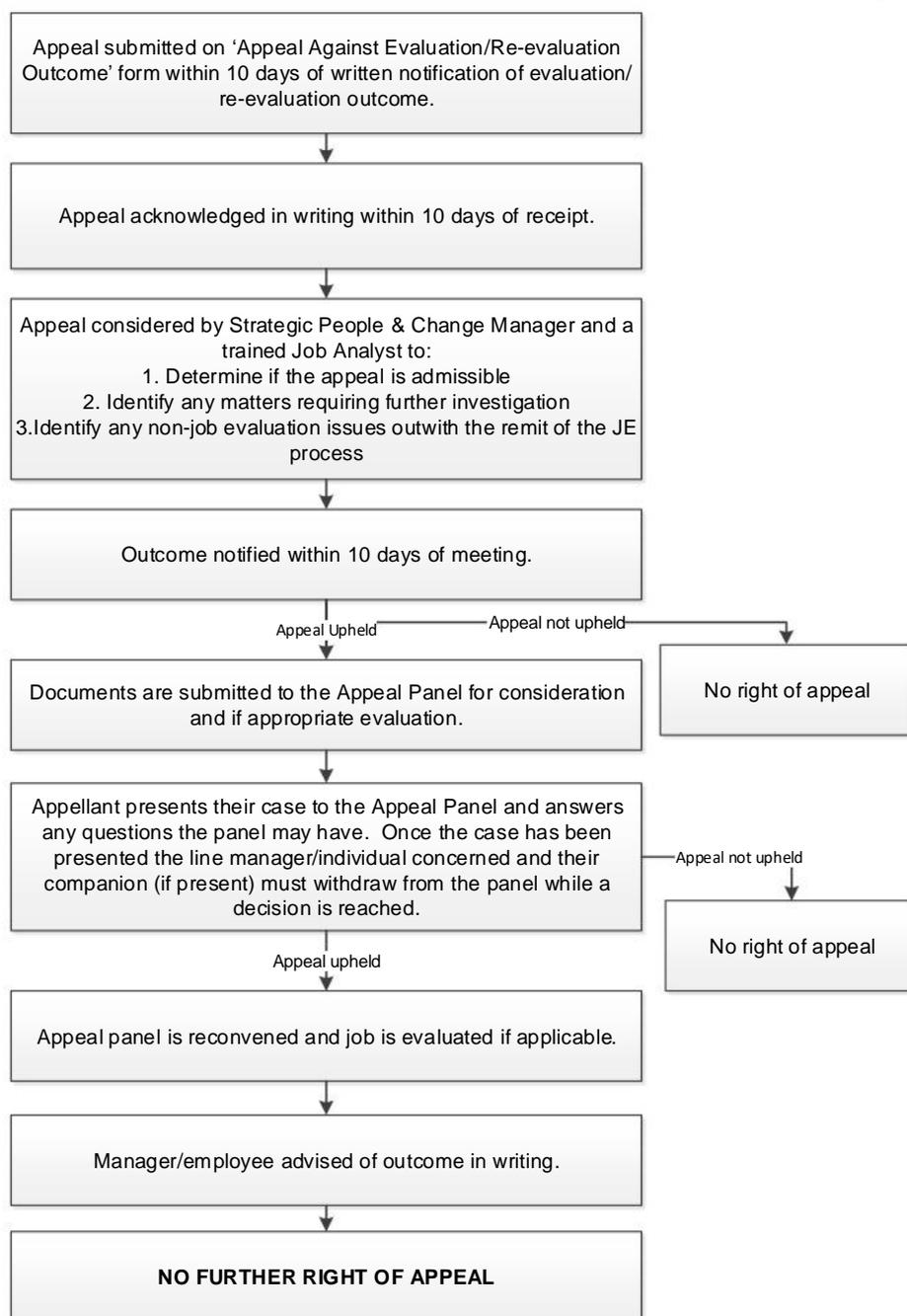


Appendix 4

JOB EVALUATION APPEAL PROCESS

Appeal to be submitted within 10 working days of the date when the manager/employee was informed of the evaluation outcome (score and grade). Appeal needs to detail the grounds for appeal. The grounds for appeal need to be on one or more of the following:

- There is factual inaccuracy in either of the inputs or outputs of the evaluation process.
- The job evaluation process was not carried out in accordance with Council's procedure.
- There has been a misapplication of the factor definitions, levels and guidance of the SJC JE Scheme.



Appendix 5

JOB EVALUATION SCHEME AND ITS APPLICATION

1. The Council has evaluated local government employees' jobs using the Scottish Joint Councils' Job Evaluation Scheme. The Scheme measures the size of each job relative to others by identifying the main elements of the job and establishing the appropriate rank order of jobs.

Gathering Information

2. The quality of information gathered about jobs is central to the success and credibility of the job evaluation process. Information is collated from a number of sources throughout the evaluation process:
 - Completion of a Job Profile and Person Specification
 - Completion of a Job Evaluation Request Form
 - Discussion with trained Job Analysts at the Job Evaluation Panel
 - Answering a computerised question stream (Gauge system)
 - Verification of the Job Overview Document that is produced by the Gauge system
3. These documents provide evidence in terms of the facts and decisions and will ensure a consistent approach is taken across all the jobs that are evaluated.

Job Overview Document

4. The Job Overview Document produced by the Gauge system shows analytical information about the nature, degree, frequency and duration of job demands set out under the factor headings of the job evaluation scheme. It will not include any scoring information.
5. The Job Overview Document is very different in style and content from Job Profiles. The information provided under the factor headings is more analytical and relates directly to the definitions of demand contained within the Scheme. Some of the examples given may not be directly relevant to the job to which the Job Overview Document relates as they were designed to reflect the whole job population of the Council.
6. Consistency and objectivity are central to effective evaluation and Job Analysts should:
 - Restrict their discussions to the facts of the job as presented in the submission documents and during the discussion with either the manager or employee and their representative, and avoid making assumptions about the job.
 - Ensure all job demands are fully considered.

- Ensure that there is no double counting of job demands under more than one factor heading.

Job Evaluation Scheme Factors

7. The Scottish Joint Councils' Job Evaluation Scheme will be used. This has 13 factors which look at the nature, degree, frequency and duration of job demands. An overview of the 13 factors is detailed below:

- 7.1 **Working Environment** – considers the physical environment in which the job is carried out.

All aspects of the physical environmental working conditions in which the job is undertaken are considered, including dirt, smells and noise resulting from both the physical environment and contact or work with people.

The factor has five levels, from “unpleasant” to “very hazardous”. The emphasis is on the degree of unpleasantness or discomfort encountered, which is affected by the frequency, intensity and duration of exposure to particular conditions. Health and Safety regulations and requirements are assumed to be met by both the employer and employee.

- 7.2 **Physical Co-ordination** – considers the physical co-ordination required to do the job.

This factor considers the predominant demand for physical skills and co-ordination required to do the job in the course of normal working, for example in the operation of hand tools and other equipment. This factor takes into account the skills required and the demands arising from the need to achieve specified standards of speed and precision.

- 7.3 **Physical Effort** – considers the strength and stamina required to do the job.

This factor 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; or for sitting, standing or working in a constrained position.

The factor takes account of the greatest demands on the post holder 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.

7.4 Mental Skills – considers the thinking requirement in the job.

This factor considers the range of thinking activities and mental skills required for the job, from choosing between options, through planning or scheduling to exercising judgement or creativity. It includes problem solving, options appraisals, creativity and design, innovation, imaginative and development 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.

7.5 Concentration – considers the concentration required to do the job.

This factor 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 requirement.

7.6 Communication Skills – considers the predominant requirement for spoken and written communication in the course of normal working.

This factor 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. This factor considers communication with others, not with the post holder's own colleagues or team.

7.7 Dealing with Relationships – considers the demands on the post holder arising from the circumstances and/or behaviour of those they come into contact with as an integral part of normal working.

This factor covers the interpersonal skills needed to deal with and/or care for other people (excluding the post holder's immediate work colleagues) who are upset, unwell, difficult,

angry, frail, confused, have special needs, are at risk of abuse, are terminally ill 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.

7.8 Responsibility for Employees – considers the responsibility of the post holder for the supervision, co-ordination or management of employees, or equivalent others.

This factor covers the 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 post holder contributes to the overall responsibility for employees.

7.9 Responsibility for Services to Others – considers the post holder's responsibility to others in terms of the quality and delivery of service provision.

This factor covers responsibility 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 post holder'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.

7.10 Responsibility for Financial Resources – considers the post holder's responsibility for financial resources.

This factor 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.

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

7.11 Responsibility for Physical and Information Resources – considers the post holder's primary and secondary responsibilities for the Council's physical and information resources.

This factor covers tools, equipment, instruments, vehicles, plant and machinery, materials, goods, produce, stocks and supplies, manual or computerised information used in the normal course of working. It also covers responsibility for offices, buildings, fixtures and fittings, Council databases, information systems and records, land and construction works.

The factor also takes into account the nature of the post holder'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 also takes into account the degree to which the post holder contributes to the overall responsibility, and the value, of the resource.

7.12 Initiative and Independence – considers the post holder's scope to exercise initiative and the extent to which they have freedom to act.

This factor takes account of the nature and degree of supervision and guidance of the post holder provided by instructions, procedures, practices, checks, policy, precedent, regulation, strategy and statute.

The factor takes into account the problems which the post holder must deal with in the course of normal working, the decisions which the post holder is able to take and the extent to which advice and guidance is available.

7.13 Knowledge – considers what the job holder needs to know to do the job.

This factor 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.

The factor 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 post holder.

