

NORTH LINCOLNSHIRE COUNCIL

CORPORATE SERVICES CABINET MEMBER

GRADING PROCEDURE

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1. To seek approval for revisions to the council's Grading Procedure.

2 BACKGROUND INFORMATION

- 2.1 The Grading Procedure forms part of the council's Human Resources (HR) Manual and was last reviewed in 25 June 2004 with minor amendments being made 1 April 2007.
- 2.2 The procedure provides a method of evaluating posts using both the Great London Provincial Council (GLPC) and the HAY job evaluation schemes for NJC and JNC posts respectively. There is no change to the two schemes that the council uses to evaluate posts.
- 2.3 Currently all NJC evaluations under the GLPC scheme require a panel of three trained staff to evaluate a job description. It is this process that we wish to revise by introducing an electronic system to grade posts. The electronic system is provided by Link HR a division of Northgate HR. The electronic system has been designed to meet the standards of the GLPC scheme and has been approved by GLPC.
- 2.4 Evaluating a post using the electronic grading method will require the manager to write a summarised job description and then to complete a job evaluation questionnaire. The questionnaire has been designed to reflect the electronic system. It is the answers that a manager provides that are fed into the electronic system and this provides the evaluation for the post. A GLPC scheme trained HR Officer will provide support to the manager.
- 2.5 The proposed procedure will no longer require an evaluation panel of three officers to evaluate a post. The electronic evaluation system requires just one member of staff. The change will provide a saving in both staff time and also travel costs incurred when convening panels.

- 2.6 By adopting the electronic scheme it is envisaged that any bias will be removed as the system uses a questionnaire with closed questions to establish the details about the post with the requirement to provide examples in order to substantiate the answers provided. The current scheme relies upon the wording used in the job description and interpretations of the wording can be subjective.
- 2.7 The current practice of re-evaluating job descriptions if the outcome is not as expected will cease. Only new evaluations of vacant posts will be considered more than once and only if there is an organisational need and if the job description and questionnaire are substantially amended.
- 2.8 Evaluations will be undertaken by the central HR policy team who will process the questionnaires and then benchmark them against earlier evaluations to ensure consistency of application of the scheme. The existing benchmarking process relies upon ability of panel members to recall earlier evaluated posts. This is often limited to their service areas. The data held within the electronic system's database will provide easier reference method enabling access to every evaluation across the whole council and thus providing and improved benchmarking facility.
- 2.9 In addition, the electronic system will also provide a method of storing both the job descriptions and the questionnaire for future reference replacing the need to keep paper records. This will save on both staff time and space required to keep the records.
- 2.10 The change to the process will require a programme of introduction to ensure that all parties are aware of the change to the process. Work is also ongoing on redesigning a number of the forms to be used. Therefore the implementation of the scheme will take place from 1 January 2010.
- 2.11 A review of the implementation will be undertaken after three months to ensure that the process is working as envisaged and that the outcomes are consistent with the current manual process.

3 OPTIONS FOR CONSIDERATION

- 3.1 To consider and accept the revised procedure.
- 3.2 To reject the proposed procedure.
- 3.3 To suggest revisions to the proposed procedure.

4. ANALYSIS OF OPTIONS

- 4.1 Accepting the revised procedure should provide a consistent method of evaluating jobs more efficiently and with greater scope for benchmarking and retention of records across the authority.

- 4.2 Rejecting the proposed procedure would mean that the current practise of using a panel of three officers will remain and the ability to benchmark will not be improved.
- 4.3 Recommending further changes to the policy would require further consultation and delay implementation.

5 RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)

5.1 Financial

There are no direct financial implications but the evaluation process will be less time consuming and more consistent. This may reduce the number of regradings.

5.2 Staffing

The policy is applicable to all employees of the council including those employed by schools with delegated powers.

5.3 Property

None.

5.4 IT

For security purposes the system is loaded onto a central server. The data is backed up centrally to ensure that we always have a secure copy of the data should the system fail. Access to the system is password protected.

6. OTHER IMPLICATIONS (STATUTORY, ENVIRONMENTAL, DIVERSITY, SECTION 17 CRIME AND DISORDER, RISK AND OTHER)

- 6.1 The revised Grading Procedure will help to promote equality of pay and the council to deliver single status meeting the requirements of both the National Joint Council for Local Government Conditions of Service and employment law.

7. OUTCOMES OF CONSULTATION

- 7.1 The relevant trade unions have been consulted and are supportive of the revisions.

8. RECOMMENDATIONS

- 8.1 That the revised procedure be approved and adopted for job evaluations of NJC posts with effect from 1 January 2010.

SERVICE DIRECTOR HUMAN RESOURCES

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Background Papers used in the preparation of this report: None

1.0 Introduction

- 1.1 This procedure describes the arrangements for the evaluation of new posts, posts where there has been a significant change to the duties, and individual regrading applications.
- 1.2 This procedure applies to all employees of the council including those employed by schools with delegated powers.
- 1.3 The Greater London Provincial Council (GLPC) Job Evaluation scheme will be used for all NJC evaluations. The Hay scheme will be used in the evaluation of JNC posts.
- 1.4 Evaluations will only be undertaken by Human Resources (HR) employees who are fully trained in the use of the appropriate job evaluation scheme.
- 1.5 All submissions for evaluation should where possible be submitted electronically. Where documents are submitted electronically, they should be accompanied by an email from the manager of the post. This will be treated as a signature confirming that the documents submitted are complete and correct.
- 1.6 Advice and guidance is available from the relevant HR service team throughout the process.

2.0 Procedure

- 2.1 The evaluation of jobs will be undertaken using a job description in the council's standard format, Job Description – Template (Appendix 4), together with a completed job evaluation questionnaire (Appendix 2).

Note 1: The council has produced a Good Action Guide, (Appendix 3) to support the completion of job descriptions.

- 2.2 The HR service team will be responsible for supplying all completed evaluation documentation to the job evaluation system administrator. Documents that are not signed and dated by the manager of the post will be returned.
- 2.3 The job evaluation system administrator will process the completed questionnaire through the computerised job evaluation recording system. They will also benchmark the post against posts within the respective service and across the council to ensure consistency of the application of job evaluation scheme.
- 2.4 The job evaluation system administrator will inform the HR service team of the outcome of the evaluation as soon as possible after receipt of the correctly completed questionnaire. A monthly summary of job evaluation outcomes will be provided to the recognised trade unions.
- 2.5 The HR service team will record the score and the grade on the Professional Personnel system and inform the manager concerned.
- 2.6 If the evaluation results in a change in grade, the manager will prepare a report for consideration by the relevant Service Cabinet Member and for approval by the Corporate Services Cabinet Member.
- 2.7 Following approval, the appropriate Head of HR will write to any incumbent employee advising them of the decision including the job evaluation system report, the date of implementation and details of the right of appeal.
- 3.0 Grading of a new post**
- 3.1 The manager, having identified the need for a new post, should contact the HR service team, and provide a copy of the job description.
- 3.2 The HR service team will acknowledge receipt of the request for evaluation and arrange with the manager to undertake a job analysis of the proposed post to complete a job evaluation questionnaire. The trade unions will be invited to take

part. The HR service team will be responsible for submitting the above documentation to job evaluation administrator the to evaluate. The job evaluation administrator will confirm receipt via email.

- 3.3.1 The job evaluation administrator will inform the HR service team of the outcome of the evaluation and provide details including the job evaluation system report.
- 3.4 If following evaluation the manager wishes to further review the job description, then they are able to do so. This will result in a further submission for grading of the post, and will also require the completion of a new questionnaire to accompany the revised job description. The job evaluation questionnaire will be processed as in paragraphs 3.2 to 3.3 above and the resulting grade notified to the manager. The grade from the second submission will become the recommended grade of the post. No further submission will be allowed.
- 3.5 Any queries or anomalies arising from the content of the questionnaire will be referred back to the manager concerned by the relevant Head of HR.

4.0 Grading of an existing post – Manager request

- 4.1 A manager may at any time decide to review a current job description where it no longer describes the duties of a post. This may be due to a change in the nature of the work of the service or as a result of an operational review of the team. In either case the change in the duties of the post must be significant.

Note 2: A significant change is viewed as a change in the duties and responsibilities of the post. An increase in the volume of work is not recognised by the job evaluation process and guidance should be sought from the HR service team or line manager.

- 4.2 Where there is a significant change and an employee is in post or the change may impact upon others in the organisation, consultation should take place in line with F.1 Review Protocol.

- 4.3 The manager will be required to write a revised job description that accurately reflects the change in duties and complete the Manager's statement - Grading application form (Appendix 7), which gives the reason for the revision and the nature of the significant change. The manager will then submit both documents to the relevant HR service team. The procedure outlined in paragraphs 3.2 to 3.3 above will then be followed.
- 4.4 Following notification of a change in grade to the manager by the HR service team, the manager will prepare a report for consideration by the appropriate Service Cabinet Member(s) and approval by the Corporate Services Cabinet Member.
- 4.5 The date of implementation of the change will be the date of implementation of the Corporate Services Cabinet Member decision unless otherwise stated in the report.

5.0 Grading of an existing post – Employee request

- 5.1 An employee may request to have their post re-evaluated if there is a significant change in their duties and responsibilities. See note 2 above.
- 5.2 In order to establish if the change is significant the employee should discuss the matter with their manager who will be able to provide guidance on the change.
- 5.3 If after seeking guidance an employee wishes to request that their job be re-evaluated, they should complete the Employee grading application form (Appendix 8), stating the areas of significant change and submit the form to their line manager.
- 5.4 The manager will confirm receipt of the regrading application and should complete and return their part of the form within 15 working days of receipt of the application.

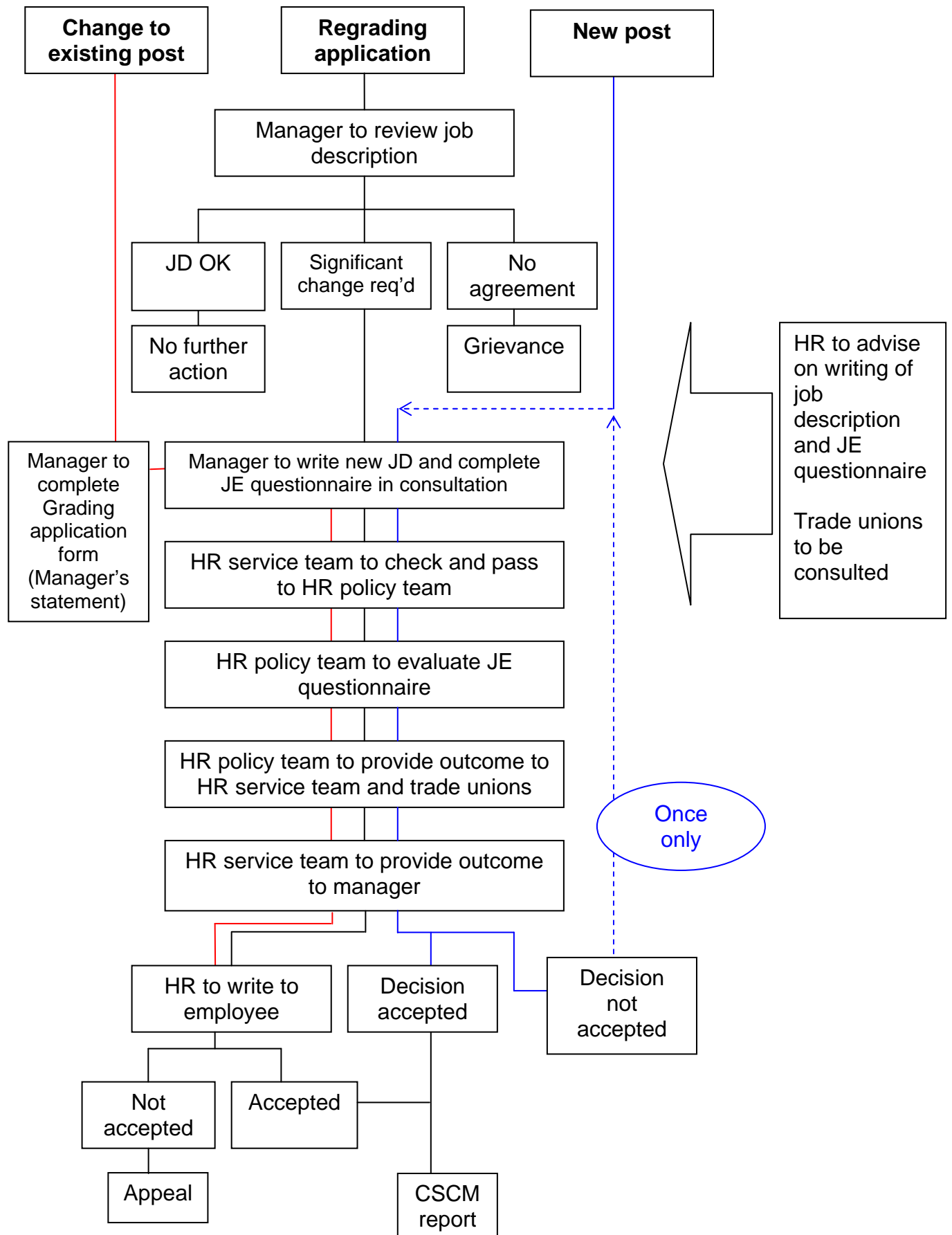
Note 3: The employee should be aware that the resulting change to the job description and subsequent evaluation may result in the grade of the post increasing, staying the same, or decreasing. Employees are encouraged to seek advice from their trade union representative before submitting a regrading appeal.

- 5.6 If the manager is in agreement with the change they will need to produce a revised job description with the employee and then submit the revised job description to the HR service team requesting a re-evaluation, in accordance with paragraphs 3.2 to 3.3 above.
- 5.7 If the manager is not able to agree to the change in duties submitted by the employee, then the manager will meet with the employee to discuss and clarify the duties of the post. If agreement is reached then the steps from paragraphs 3.2 to 3.3 above will be followed.
- 5.8 Where agreement cannot be reached between the manager and the employee, the manager will record the reasons why they are unable to agree to the changes of duties on the regrading application form. The employee has the option of then progressing the matter under the council's Grievance procedure, C.2.
- 5.9 Where only partial agreement can be reached the changes agreed will go forward for evaluation.
- 5.10 The date of implementation of any change will be backdated to the date of the employee's submission recorded on the Employee grading application form (Appendix 8).

6.0 Right of appeal

- 6.1 All employees whose job has changed and who remain in or are designated into post and employees who submit a regrading application have a right of appeal to the Appeals Committee if they are not satisfied with the outcome of the job evaluation process. **Employees should be aware that the resulting change to the job description and subsequent evaluation could result in the grade of the post increasing, staying the same, or decreasing.**
- 6.2 Employees will be informed in writing of the right to submit a written appeal at the time they are notified of the grade.

- 6.3 If an appeal against a grade involves a group of employees, wherever possible, agreement should be reached between the employees in the following areas:
- The content of the appeal;
 - nomination of an employee to attend the appeal panel on behalf of the group;
 - trade union representation where appropriate.
- 6.4 To exercise this right, the employee must appeal in writing using the Regrading appeal form (Appendix 9), clearly stating the reason for the appeal. This form must be submitted to the appropriate Head of HR within 10 working days of receipt of written notification of the grade.
- 6.5 The employee will be entitled to attend and make a verbal submission to the Appeals Committee. The employee has the right to be accompanied by a trade union representative or fellow worker of the council.
- 6.6 The relevant Head of HR will present the job evaluation system report. The Service Director, Human Resources or a Head of HR who has had no prior involvement in the evaluation, will advise the Appeals Committee.
- 6.7 The employee will be informed of the Appeals Committee decision in writing within 10 working days of the date of the appeal hearing by the Service Director Legal and Democratic Services.
- 6.8 The decision of the Appeals Committee is final.
- 6.9 If the outcome of the appeal results in a change of grade, the change will be backdated to the date the post holder submitted the Regrading appeal form (Appendix 9) or, in the case of designation into a changed job following a service review, the date of the appointment to the post. Where there has been a decrease in the grade of the post salary protection will be applied in line with the council's Redeployment procedure, A.9. See paragraph 3.9.



**NORTH LINCOLNSHIRE COUNCIL
Job Evaluation Questionnaire**

The purpose of this questionnaire is to record the key information and the job content to enable an evaluation of the post to be made. The questionnaire also informs the post holder what is required of them.

The information is confidential and must relate to the post, and not to a person.

An up to date job description and organisational structure chart must be attached to this questionnaire. Job descriptions and questionnaires should be completed by managers in consultation with the relevant Human Resources (HR) service team and post holders where applicable. The relevant trade unions should also be consulted regarding changes.

Post Title:	Service:
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Tick 1 option only

New post	
Review at manager's request	
Review at employee's request (regrade)	

1 SUPERVISION/MANAGEMENT OF PEOPLE

1.1 Accountability for staff

1.1.1 Does the post holder have direct supervisory or management responsibility for staff? (Whether permanent, temporarily assigned, shared, contract, or others?)

Yes	No
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If NO, please go straight to section 2

If YES, please indicate below the total number of staff in each category over whom the post holder has some supervisory responsibility.

(More than 1 option can be ticked)

State number of employees in each category

<p>Council employees Specify the ACTUAL number of council employees. Part time, job share and full time staff should be treated equally – count the actual number of people for which the post holder has supervisory or managerial responsibility, either directly or through others (i.e., staff who are managed by a subordinate). Project staff – include the number of staff for which the post holder has complete supervisory responsibility on a near continual basis (in the course of a project or number of consecutive projects) Deputising – include those staff which the post holder has complete supervisory responsibility on a near continual basis (i.e. more than absence cover)</p>	
<p>Temporarily assigned staff Recurring supervision of temporary staff or seasonal variations should be averaged on an annual basis Project staff – consider situations where there is less than complete supervisory responsibility and/or projects are on a less than continuous basis</p>	
<p>Contract staff Contract staff should be subject to regular monitoring and issuing of directions and instructions. Average numbers over a typical year</p>	

1.1.2 Please explain in more detail who these staff are (list job titles and numbers supervised) and give examples of the nature of responsibility (e.g., work allocation, instruction, direction, EDRs, disciplinarys etc)

1.2 **Area of work**

Indicate the range of work undertaken by these staff:

(Tick 1 option only)

<p>A. Staff carry out tasks within one identifiable area of work <i>Tasks may vary but form an identifiable and specific area of work. Expect to see overlap between the job descriptions of the staff and be able to identify commonality between the roles</i></p>	
<p>B. Staff undertake tasks in the same general area of work or undertake work of a project nature <i>Work with a common objective – heading in the same direction. Tasks performed may be different but still in the same occupational area – would expect to see less or no overlap between job descriptions</i></p>	
<p>C. Groups of staff carry out a diverse range of tasks within the same general type of work <i>Work is centred on a single functional area. Though roles will be different, with no overlap and considerable distance between groups, they are all working with a common objective (e.g., provision of a service to others). Tasks performed will be different. Expect there to be no overlap AND distance between the job descriptions. More than one occupational group will be represented.</i></p> <p>Please note: A group must consist of 2 or more employees. Do not count a single employee as a group. Each activity must be undertaken by a GROUP of employees.</p>	
<p>D. Groups of staff carrying out work across a wide range of different activities <i>Work is typically centred on more than one functional area. Several (at least 3) activities will be encompassed by the employees concerned. Each activity will be distinct and separate. Roles will be different, with no overlap, and considerable distance between groups such that they will be working to different objectives.</i></p> <p><i>Please note:</i> A group must consist of 2 or more employees. Do not count a single employee as a group. Each activity must be undertaken by a GROUP of employees.</p>	
<p>E. Groups of staff carrying out work across a range of major functions <i>A range of major functions not necessarily limited to one department or the component elements of a department may incorporate a range of major functions, for example services within a large department such as Adult Social Care, Children’s Services</i></p>	

- 1.2.1 **Please provide supporting evidence for the option selected. What are the differences between the posts' roles, tasks and objectives, is there any commonality? Please provide examples:**

1.3 **Dispersal**

Does the job holder face an extra demand due to the fact that staff are located across locations or are highly mobile?

Yes	No
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Normally will apply to jobs that directly manage staff located at different sites or where the majority of work involves mobility.

- 1.4 **If YES, please describe the nature of dispersal (e.g., separate departments or area offices/work bases)**

2 CREATIVITY & INNOVATION

2.1 Degree of creativity required

To what extent does the job require creative/innovative solutions to issues and problems faced?

Tick 1 option only

<p>A. Very limited requirement for creative/innovative thinking <i>The structure of the job provides few 'creative' tasks.</i></p>	
<p>B. Occasional use of creative skills to resolve routine problems/issues <i>At this level creativity is not an on-going requirement of the job, i.e., it is required only occasionally. Typically it would be expected that any job involving interaction with the general public would select at least this option unless the contact was purely directive in content.</i></p>	
<p>C. Regular, ongoing requirement for creative/innovatory thinking in the resolution of problems/handling of issues <i>Creativity will be an essential, feature of the role. Many of the problems/issues faced will not be straightforward and will require an assessment of the situation, consideration of alternatives and the development of a solution. The requirement to undertake creative tasks will be an on-going basis. The subject of the tasks is as defined in the next section.</i></p>	
<p>D. Significant requirement for creativity in the reviewing and amending of existing approaches and/or complex problem resolution <i>This will include jobs that are required to update, improve or alter how services are provided on an ongoing basis.</i></p> <p><i>This may describe jobs where there is an ongoing formal requirement to consider how best to modify and improve procedures and approaches to meet current needs. Jobs involved in developing innovative/creative solutions to complex problems/situations will also be included here. Such problem resolution will involve detailed analysis and consideration of a wide range of possible alternatives.</i></p>	
<p>E. Major demand for developing new approaches/solutions to complex issues faced <i>This may describe a job, which is required to interpret, for example, legislation and national or local policy initiatives and ensure internal policy, and procedures comply. This would also describe the type of job, which would prompt and undertake fundamental reviews of existing policies and procedures.</i></p>	
<p>F. Essential requirement for highly creative and innovative thinking <i>This may describe the type of jobs, which are required to break new ground or develop a totally new approach to an existing service.</i></p>	

2.2 In support of the option selected, please describe instances of where the post holder has to find a solution or a new response to issues, e.g., caring, advocacy, counselling, design, policy development, application of IT, specifications and tendering:

2.3 Range of areas

Indicate the range of areas where the job requires the degree of creativity specified:

(More than 1 option can be ticked)

<p>A. Resolution of routine problems/situations encountered <i>Tasks will typically involve applying predefined responses to problems/situations encountered</i></p>	
<p>B. Amendment of existing procedures/approaches <i>The adaptation of existing procedures to comply with new legislation or fit evolving needs, e.g., new legislation/council policy</i></p>	
<p>C. Resolution of difficult situations/complex problems <i>Problems or situations are not straightforward. Their resolution involves more than the application of simple precedent.</i></p>	
<p>D. Involvement in the development of new approaches/procedures within own work area <i>Typically the new approaches or procedures might include the introduction of methods or systems of work, or revision of policy. This would be a requirement of the job and be more than occasional or peripheral.</i></p>	
<p>E. Involvement in the development of new approaches/innovative solutions across a diverse range of subjects/issues <i>New methods of service delivery, comprehensive revision of operating methods/procedures such that existing parameters do not restrict required creative input. Creative work areas will not overlap and will demonstrate functional/subject distance.</i></p>	
<p>F. Working in new and challenging fields the post has key involvement in the development of new and innovative approaches <i>This would apply to 'ground breaking' jobs or those who develop totally new approaches to service provision or where a service is realigned to a completely new customer base. Creative work areas will not overlap and will demonstrate functional/subject distance</i></p>	

2.4 Please give examples for each option chosen

2.5 Controls/Limits

What controls/limits/guidelines exist?

(Tick 1 option only)

<p>A. Work largely regulated by laid down procedures <i>More freedom than mechanistic but controls clearly demonstrate how to perform tasks and are regulatory in their detail</i></p>	
<p>B. General framework of recognised procedures – some limited interpretation allowed on how they are applied <i>The framework of procedures will generally instruct the post holder in how to do their various tasks/duties. In many cases this will not be specified down to the last detail. In this situation the post holder will have the ability to interpret the procedure in the light of the situation faced.</i></p>	
<p>C. General guidelines – interpretation required in some areas <i>General guidelines will be available to the post holder. In some areas the post holder will have discretion to interpret these in the light of actual situations/problems encountered</i></p>	
<p>D. General guidelines – considerable interpretation required in their interpretation <i>Post holder will have general guidelines available. In certain areas detailed procedures will not be available and the post holder has considerable leeway in the way they perform their job. Alternatively the post holder could be involved in the development of detailed procedures based on general guidelines</i></p>	
<p>E. Work, in the main, guided by broad policy objectives only <i>Post holder will often be involved in the development of new policies/services or major amendments to the same</i></p>	

2.6 Please provide evidence in support of the option you have chosen, giving examples where appropriate. To what extent is the work undertaken by the post holder determined or assisted by guidelines, procedures or systems? Indicate how:

3 CONTACTS & RELATIONSHIPS

3.1 Type of contact

**Indicate the type(s) of contact the post holder has with other people.
Include only regular contacts or those that are a significant part of the job.**

(More than 1 option can be ticked)

<p>A. Routine exchange of information <i>This is a relatively mechanistic contact with the other people where the post holder has to be courteous and gives or obtains straightforward information</i></p>	
<p>B. Providing routine explanations/advice <i>The post holder has to explain matters clearly so that the listener can readily and fully understand them. If the listener has limited knowledge of the subject matter, a further demand is made on the post holder to tailor the communication accordingly without lessening comprehension. Where advice is given the post holder will choose the best alternative from a limited range of options based on their understanding of the recipient's situation</i></p>	
<p>C. Providing detailed explanations/advice on specialised matters <i>This will involve analysis of a situation (typically the complex situation will require clarification and exploration). The post holder must then use their specialist knowledge to identify the best course of action within the remit of their post. This will involve weighing pros and cons and explaining clearly the reasoning behind the proposed course of action.</i></p>	
<p>D. Influencing/persuading <i>Influencing skills are demanded where a post holder has to persuade others to take the required courses of action without having the authority to compel them, although there will be no inbuilt rigidity or resistance from the 'listeners'.</i></p>	
<p>E. Tact and Diplomacy <i>Over and above basic courtesy, sensitivity and politeness, dealing with sensitive, potentially contentious and/or confrontational matters which if not handled well can become issues and/or cause damage to the organisation's interests. This demands that the post holder</i></p> <ul style="list-style-type: none"> - <i>Is perceptive to other's concerns and moods</i> - <i>Anticipates how they might/will feel about anything that is said</i> - <i>Is able to explain clearly and/or persuade effectively in a way that will neither offend nor antagonise</i> - <i>Keeps open the channels of communication</i> 	
<p>F. Care and Compassion <i>The role holder may be directly involved in the sensitive handling of clients or staff in distressing or emotional circumstances</i></p>	
<p>G. Coaching/Mentoring/Motivating <i>The post holder will be involved in the support and development of others providing encouragement and guidance. The post holder should obtain strong and willing cooperation of and commitment from these people in order to achieve the stated objectives.</i></p>	

<p>H. Counselling The post holder is required to possess formal counselling skills (not necessarily acquired through qualification) and is required to handle one-to-one and/or group counselling sessions. This could include counselling members of staff, emotionally distressed individuals, etc.</p>	
<p>I. Interviewing The post holder is required to possess specialist interviewing skills and the successful interview is measured in terms of information gathered, establishing a relationship with the interviewee and the application of questioning skills. Note this will be an ongoing regular requirement of the job e.g. interviews under PACE in areas such as licensing, trading standards, environmental health or taxation and benefits – exclude occasional involvement in selection interviews or similar</p>	
<p>J. Handling Client Relationships Dealing on a one to one basis with the client over a period of time. There will be a need to establish a rapport, be attentive to the clients' wishes and actively work to enhance the value of the service that they receive. A professional approach is essential.</p>	
<p>K. Conflict Resolution The post holder must deal with irate clients/customers/staff. This will include the ability to calm tempers, appraise the situation rationally and produce a reasoned resolution without compromising the organisation's position.</p>	
<p>L. Formal Training/Teaching Must take place in formal classroom environment to a group of people to impart skills and/or knowledge. This is two way communication, i.e., includes feedback</p>	
<p>M. Formal Presentations/Public Speaking/Public Representation To gain and hold the attention of and impart knowledge to a sizeable and often mixed interest group. Raises awareness and imparts knowledge through speech and use of visual aids. Communication is usually one way to a time deadline. Alternatively may involve formal representation of the organisation (e.g. within a legal environment)</p>	
<p>N. Formal Negotiation The post holder must achieve a desired end result through bargaining with others who will often have opposing views and different objectives. Reasoned argument, compromise and the establishment of rapport will be necessary to reach a satisfactory outcome</p>	
<p>O. Providing Advice on Highly Complex Matters This will involve understanding fully a highly complex situation and its potential ramifications. The post holder must use their highly specialised knowledge to determine the best course (or courses) of action to take. This will involve weighing pros and cons and explaining clearly the reasoning behind the proposed course of action.</p>	

3.2 For each option chosen, provide examples indicating who the contact is with, the purpose and frequency

3.3 Complexity/Contentiousness

Indicate the level of complexity of the information communicated:

(Tick 1 option only)

<p>A. Routine and Straightforward <i>Exchange of pre defined information, not advisory</i></p>	
<p>B. Generally routine but on occasions outcome is not straightforward <i>Typically, the reason for the contact may involve duties of an advisory nature on non complex issue</i></p>	
<p>C. Situations encountered are not straightforward and occasionally may involve a certain level of complexity or are contentious <i>Typically the reason for the contact involves some topics which are either important to the council and are the subject of contention, or where the content is complicated. Some authority in the provision of services is required.</i></p>	
<p>D. Situations encountered are likely to relate to contentious <u>or</u> complex matters <i>Typically the reason for the contact involves ongoing topics which are either important to the council and are the subject of contention, or where the content is complicated.</i></p>	
<p>E. A varied range of complex <u>and</u> contentious matters are encountered <i>Typically, the subject matter is both important to the council and is complicated and will involve negotiating, influencing, and/or more authoritative advisory duties</i></p>	
<p>F. A range of highly complex and contentious matters are encountered <i>Typically, subjects might involve high level representative duties.</i></p>	

3.4 Does the post have to communicate with contacts on matters of a complex and/or contentious nature?

Yes	No
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If “yes”, please give examples and indicate how often these occur.

3.5 Implications of Contact

What are the implications of the contacts specified?

Note that the terms ‘material’, ‘significant’, ‘substantial’ and ‘major’ are to be measured against the values of the council. The impact is to be viewed through the eyes of the council.

(Tick 1 option only)

<p>A. Limited effect <i>Contact will have a limited and transitory effect on the contact with no lasting impact</i></p>	
<p>B. Material effect on the person, service or organisation contacted <i>A tangible and noticeable effect on, for example, a service user</i></p>	
<p>C. Significant implications for the contact or service <i>To have a significant impact the outcome of the contact would relate to quality of the service provision and must take into account the impact on service users</i></p>	
<p>D. Substantial implications for the contact, council or organisation contacted <i>To have a substantial impact the outcome of the contact would relate to the direction of service provision and/or the individual may have the authority to act on behalf of the council</i></p>	
<p>E. Major implications for the contact, council or organisation contacted <i>To have a major impact the outcome of the contact would relate to whether a service would run or not and/or the individual will have the authority to act on behalf of the council</i></p>	

3.6 Does the post represent or negotiate on behalf of the council?

Yes	No
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If “yes”, please give examples, which illustrate the impact your chosen option will have on the council. Identify the circumstances and how often this occurs.

4. DECISIONS – DISCRETION

4.1 Freedom to Act

Specify the post holder’s freedom to act

(Tick 1 option only)

<p>A. Little/No Freedom – work is carried out within clearly defined procedures/rules <i>Comprehensive control such that decisions do not play a major part of the duties. Controls are mechanistic in their detail.</i></p>	
<p>B. Limited Autonomy to make decisions from an established range of alternatives within clearly defined rules/procedures <i>Controls are comprehensive and establish pre-defined options upon which decisions are based. Procedures are followed.</i></p>	
<p>C. Freedom to take decisions from a wide range of choices within programmes and objectives <i>Controls establish parameters from within which decisions are taken. Guidelines are referred to. Programmes and objectives are clearly defined. Post holder has scope on a day to day basis to take the decisions needed to deliver these successfully.</i></p>	
<p>D. Considerable freedom to take decisions in relation to the setting of working standards and/or changes to important procedures or service practice <i>Some procedural guidance may exist, but the post holder is required to determine how work/services are to be carried out.</i></p>	
<p>E. Remit includes the development of important new standards/policy <i>Decision making sets the guidelines for others to follow</i></p>	

4.2 Please give examples of the most important decisions and/or recommendations the post holder is required to make. Record only those decisions that the post holder has the authority to take.

4.3 Areas of Discretion

Indicate the areas where the post holder can make recommendations/take decisions

(More than 1 option can be ticked)

<p>A. Taking basic work decisions Typically might include ordering of work, e.g., the post holder decides on the order in which to carry out work which has been issued to him/her</p>	
<p>B. Limited authority in solving job problems The post holder is expected to resolve routine problems, but must seek assistance for anything unusual or difficult</p>	
<p>C. Full autonomy in solving normal job problems The post holder must resolve the majority of problems encountered within the job and is expected only to refer to others for those problems, which are very difficult or unusual, or require specialist input.</p>	
<p>D. Providing detailed advice to others Advice will involve more than the provision of a straightforward response to a given question. It will entail understanding the situation of the recipient, assessing the alternatives and then advising on the correct course of action. The post holder has the authority to decide upon content of advice.</p>	
<p>E. Amending important existing practices and procedures The job requires that the post holder identifies ways in which existing practices/procedures in his/her area of responsibility can be "tuned" or adapted to better meet current needs and objectives. Changes to methods of work or policy must alter the effect of the subject. These will be more than superficial.</p>	
<p>F. Recommending significant changes to organisation department/service provision The role requires that the post holder actively identifies significant changes to department operation or service provision. This will be a formal requirement and recommendations would be in the form of well structured written documents. Significant change is likely to alter the nature/characteristics of service delivery. Duties are ratified by others.</p>	
<p>G. Deciding significant changes to department operation/service provision Significant change is likely to alter the nature/characteristics of service delivery. May have the authority to implement the changes without reference to others. Duties are not ratified by others.</p>	
<p>H. Managing the implementation of significant changes to department operation/service provision This will involve planning and day to day management of the process, overcoming difficulties and adapting approach as the situation demands. Both the people and systems dimensions will need to be addressed. Will include monitoring the implementation and effectiveness of the change.</p>	
<p>I. Recommending fundamental changes to council policy/strategy Must impact on council wide initiatives and must involve changes to the overall effect of the policy. Decisions are ratified by others.</p>	
<p>J. Deciding fundamental changes to council policy/strategy Must impact on council wide initiatives and must involve changes to the overall effect of the policy. May have the authority to implement the changes without reference to others. Decisions are not ratified by others.</p>	
<p>K. Managing the implementation of fundamental changes to council policy/strategy Should include monitoring, reviewing and actioning decisions</p>	

- 4.4 Describe what may limit decision making for the post holder, e.g. is advice available from the post's manager, or other sources (e.g. rules, working standards, guidelines, policies and procedures). Is this advice available all the time?

5. DECISIONS – CONSEQUENCES

5.1 Consequences of decisions

Indicate the nature of the consequences or outcome of decisions made by the post holder. These should be considered in terms of the effect upon people, property, finance, budgets, policies, objectives, targets etc, both inside and outside the department or authority

(Tick 1 option only)

<p>A. Decisions have a LIMITED and SHORT TERM effect on employees beyond immediate colleagues or on the public. Effects of decisions would be quickly known and readily amended if necessary.</p>	
<p>B. Decisions have a MATERIAL EFFECT on the internal operations of the post's own or other departments or on the individual or on the provision of service to the public. A tangible and noticeable effect on, for example, a service user or the service provided.</p>	
<p>C. Decisions which have a SIGNIFICANT implication for the service or SIGNIFICANT effects on employees or other individuals or other organisations. <i>To have a significant impact the outcome of the decision would relate to the quality of the service, i.e. it may affect all service users. This may include a review of a system of work; change the way that people work or the way in which the service is delivered.</i></p>	
<p>D. Decisions which have a MAJOR impact on SERVICE PROVISION, the public or other organisation <i>To have a major impact the decision may relate to whether or not a service would run or may result in a major re-organisation of a service. Could have an effect on the overall size, shape and direction of the service</i></p>	
<p>E. Decisions which have a MAJOR impact on the COUNCIL'S POLICIES and activities across a number of departments or on large numbers of people or on organisations in receipt of the Council's services <i>To have a major impact the decision may relate to fundamental changes to council policy or the creation of major new policies.</i></p>	

5.2 If the post holder made a legitimate, but incorrect decision, what would be the likely impact? For each option selected, please identify the major consequences of any decisions or recommendations made by the post holder, also how quickly the error would be identified and rectified. But exclude events that are highly unlikely to occur:

6. RESOURCES

6.1 FINANCIAL RESOURCES

This does not relate to having responsibility for a budget, budgets are covered in Decisions Consequences.

Sole responsibility – the comparative level will be given if the post holder has the sole responsibility for more than 10% of the working week. If the financial resource is held for less than 10% of the working week one level lower must be indicated with a note made at the foot of this section.

Shared responsibility – Determine the value of cash and cheques and also the number of posts that the financial resource is shared with. Divide the financial amount by the number of posts and award the appropriate level. If the shared financial resource is held for less than 10% of the working week one level lower must be indicated with a note made at the foot of this section.

6.2 Cash/Financial Resources

Is the post holder personally accountable for the accurate handling/security of cash and/or cheques (not budgets)

Yes	No
-----	----

If YES, indicate the amount of the cash and/or cheques controlled

(Tick 1 option only) See 10% rule above

<p>A. Small sums <i>For example, petty cash amounts, bridge tickets, pension books, typically hundreds of pounds per day</i></p>	
<p>B. Moderate sums <i>For example, several thousands of pounds per day, such as may be handled by a busy cashier</i></p>	
<p>C. Large sums <i>Typically at least £50,000 pounds handled at any one time</i></p>	
<p>D. Major Financial Resources <i>In excess of £200,000 pounds</i></p>	

6.2 Please describe the type of responsibility and how often the resource is handled

6.3 Plant/Equipment

Is the post holder accountable for proper use and safe keeping of plant/equipment

Yes	No
-----	----

The job must require a responsibility for the plant/equipment, which is personal to the post and identifiable to them individually.

If YES, indicate the scale of plant/equipment:

PHYSICAL RESOURCES – Vehicles, Tools and Equipment (NOT buildings)

The post holder must be directly, ***personally responsible*** for the physical resource which must be **fundamentally required to carry out the duties of the post.**

Please state the percentage of time that they are responsible for the physical resource.

%

Please state the percentage of time that they use the physical resource away from their designated base.

%

(Tick 1 option only)

A. Small items of equipment <i>E.g. hand tools including laptops, cameras, survey equipment up to the value of £1000 (see notes on 50% rule)</i>	
B. Smaller plant, vehicles and machinery <i>E.g. van, car £1001 to £10,000</i>	
C. Larger items of plant and machinery <i>E.g. refuse truck, mobile library £10,001 to £100,000</i>	
D. Major equipment assets <i>E.g. mainframe computer or equivalent equipment in excess of £100,001</i>	

6.4 Please describe the physical resources, e.g. tools, equipment, vehicle, plant, client's property, and the type of responsibility, e.g., sole, shared and what percentage of time away for the work base:

6.5 **Stocks/Materials**

Is the post accountable for materials/items of stock?

Yes	No
-----	----

The job must require a responsibility for the materials/stock, which is personal to the post and identifiable to them individually

If YES, indicate the scale of the materials/stock involved

Yes	No
-----	----

Is this responsibility shared?

If YES, please state which posts this responsibility is shared with

(Tick 1 option only)

A. Low cost materials <i>Value of stock held at any one time would typically be worth hundreds of pounds</i>	
B. Higher cost materials <i>Value of stock held at any one time would typically be worth several thousands of pounds</i>	
C. High value stock <i>Value of stock held at any one time would typically be worth at least £50,000</i>	

6.6 Please describe the type of materials/item of stock and the level of responsibility, e.g. is the post holder solely responsible or is it shared and if so with whom, what is the value of the stock, who has keys/access?

6.7 Data Systems

Is the post holder responsible for the use, manipulation and safekeeping of data systems (whether manual or computerised)?

Yes	No
-----	----

The job must require a responsibility for the data systems (either manual or computerised), which is personal to the post and identifiable to them individually.

This will include those involved in the full time use and manipulation of information technology.

If YES, what is the value of the information to the organisation?

(Tick 1 option only)

<p>A. Low Value <i>Consider the value of gathering the data, time taken to replace it in the event of loss and the overall value of the information to the organisation</i></p>	
<p>B. High Value <i>Consider the value of gathering the data, time taken to replace it in the event of loss and the overall value of the information to the organisation</i></p>	

6.8 Please elaborate – explain the risk to the organisation if the data is lost:

6.9 Buildings

Is the post holder accountable for the proper use and safe keeping of buildings (this includes key holding and being called out in an emergency)?

Yes	No
-----	----

The job must require a responsibility for buildings, which is personal to the post and identifiable to them individually.

If YES, indicate the scale of buildings involved:

(Select 1 option only)

A. Small <i>E.g. portacabin</i>	
B. Moderate <i>E.g. office, small building, primary school</i>	
C. Major <i>E.g. secondary school, civic centre, large building</i>	

6.10 Please elaborate:

You will need to consider the breadth of the responsibility, e.g. security of, locking/unlocking (with what frequency), are they the named person for emergency call outs. Is the responsibility shared and if so how many people have keys?

7 WORK DEMANDS

7.1 Interruptions

7.1.1 Is the job normally subject to interruption?

Yes	No
-----	----

7.1.2 How often do these interruptions/changes in priority lead to the post holder switching to a **different programme of tasks?** Consider also the extent of which deadlines need to be met. There is also a need to establish if the deadlines are that of the post holder or another officer.

A **Programme of Tasks** describes a collection of activities forming an identifiable area of work. Consideration needs to be given to how often interruptions lead to the post holder having to switch to a different identifiable area of work

(Tick 1 option only)

<p>A. Never/rarely <i>Never – though interrupted, the subsequent task undertaken by the post holder will be in the same identifiable work area to the task being undertaken prior to the interruption</i></p>	
<p>B. Occasionally <i>Occasionally – though interrupted, the subsequent task undertaken by the post holder will be, in most cases, in the same identifiable work area to the task being undertaken prior to the interruption</i></p>	
<p>C. Regularly <i>Regularly – work will be subject to deadlines and interruptions will typically result in a change of activity for the post holder. Such changes will occur on a daily basis and can result in a significant change to the programme of tasks.</i></p>	
<p>D. Frequently <i>Frequently – work will be subject to deadlines and the programme of tasks is more likely to change than to remain unaltered. Changes in activity take place several times a day.</i></p>	
<p>E. Constantly <i>Constantly – work will be subject to deadlines with the programme of tasks changing throughout its operation. Changes are an ongoing feature of the work throughout the day.</i></p>	

7.1.4 Please give examples of deadlines, interruptions, changes in priorities and resource conflicts on the post and how frequently they occur:

7.2 Conflicting Priorities/Resource Needs

How often does the post holder have to RESOLVE conflicting priorities/resource needs?

(Tick 1 option only)

<p>A. Never/Rarely <i>Job rarely experiences problems of this nature OR whilst conflicting priorities/resource needs impact on the job, the post holder does not have the authority to resolve these problems.</i></p>	
<p>B. Occasionally <i>Post holder needs to resolve problems of this nature on at least a weekly or monthly basis.</i></p>	
<p>C. Ongoing/Regularly <i>Post holder needs to resolve problems of this nature on at least a daily basis</i></p>	
<p>D. Constantly <i>Post holder needs to resolve problems of this nature several times a day</i></p>	

7.3 Please give examples of how the post resolves them. Indicate how frequently these situations occur:

8. PHYSICAL DEMANDS

8.1 Physical Effort

8.1.1 Indicate the level and frequency of physical effort required to do the job:

Please specify:

O – Occasionally/Short Periods

S - Regularly/Short Periods

L - Regularly/Lengthy Periods

(More than 1 option can be ticked)

Level &
frequency

<p>A. Normal physical effort <i>Normal physical effort will include sitting, standing and normal office duties such as filing</i></p>	
<p>B. Normal Physical Effort in Awkward Postures <i>Normal physical effort will include sitting, standing, normal office duties such as filing. These duties are required to be performed in situations where a requirement to crouch, stretch, or work in other awkward positions exists</i></p>	
<p>C. Substantial physical effort <i>This may describe jobs where there may be a requirement to stand, lift or undertake repetitive strain to the extent that the physical effort required is recognisably greater, such as basic cooking, cleaning, gardening, portering.</i></p>	
<p>D. Substantial physical effort in awkward postures <i>This may describe jobs where there may be a requirement to stand, lift or undertake repetitive strain to the extent that the physical effort required is recognisably greater, e.g. heavier elements of cleaning, gardening, portering</i></p> <p><i>These duties are required to be performed in situations where a requirement to crouch, stretch or work in other awkward positions exists.</i></p>	
<p>E. Intense physical effort <i>Would include pushing/pulling heavy loads, lifting heavy weights</i></p>	
<p>F. Intense physical effort in awkward postures <i>Would include pushing/pulling heavy loads, lifting heavy weights.</i></p> <p><i>These duties are required to be performed in situations where a requirement to crouch, stretch, or work in other awkward positions exists</i></p>	

8.1.2 Give examples and state the average hours per day spent on each activity:

8.1.3 Is there a requirement for ongoing use of IT equipment?	Yes	No
---	-----	----

If YES, please indicate the level of usage of IT equipment:

(Tick 1 option only)

A. Low <i>Use of computer system on an occasional/light basis. Post holder will use computer system for short periods of time only.</i>	
B. Moderate <i>Use of computer system on a daily basis. Post holder will have other tasks and typically will spend no more than 2 hours per day (cumulative) actively using the system.</i>	
C. High <i>Majority of the post holder's work will involve the use of computer systems. However, keyboard usage will not be particularly high (such as in accessing/using systems – not data input)</i>	
D. Constant <i>Post holder uses computer system on a continuous basis with the need for a high amount of keyboard usage a primary requirement of the job (such as WP Operator, posts requiring a high level of data input).</i>	

8.1.4 Please give examples of usage of IT equipment, including frequency:

9 WORKING CONDITIONS

9.1 Workplace

Indicate the normal work place(s) of the role:

Please specify:

- O – Occasional yet significant
- R – Regular
- M – Main place of work

(more than 1 option can be ticked)

A. Indoors <i>Where the heating, lighting and ventilation are similar to that of an office, e.g. classroom, care home, etc.</i>	
B. Indoor – non office environment <i>Where the heating, lighting and ventilation are dissimilar to that of an office, e.g. depot, workshop, kitchen etc. This may also apply to some laboratories, but please check each case.</i>	
C. Outdoor	

9.2 Please describe the post’s normal place of work (e.g. office, client’s home, workshop, etc). Where more than one place is specified, please indicate the relative time spent in each.

9.3 Disagreeable conditions

Is the job exposed to disagreeable or unpleasant working conditions?

Yes	No
-----	----

If YES, indicate the nature of the conditions and the frequency with which they occur:

Please specify:

- O – Occasionally (special event/happens sometimes)
- R – Regularly (set times – days-weeks-months/routinely)
- F – Frequently (happening often/habitually/repeatedly)
- C – Continuously (on-going/uninterrupted)

(More than 1 option can be ticked)

<p>A. Heat <i>Should be used to cover extremes of high temperature as a feature of the job. Not an incidental occurrence.</i></p>	
<p>B. Cold <i>Should be used to cover extremes of low temperature as a feature of the job. Not an incidental occurrence.</i></p>	
<p>C. Dirt/Dust <i>The need for the use of protective clothing, not simply 'uniform' e.g. Waste Tip, Building Site.</i></p>	
<p>D. Moderate Noise <i>Noise will cause disruption and/or discomfort</i></p>	
<p>E. Considerable Noise <i>Would require ear protection and cause significant discomfort without.</i></p>	
<p>F. Inclement Weather <i>Rain, snow, etc.</i></p>	
<p>G. Vibration <i>E.g. pneumatic drilling</i></p>	
<p>H. Unpleasant working conditions <i>E.g. those associated with caring responsibilities</i></p>	
<p>I. Highly unpleasant working conditions <i>E.g. fumigation or pest control officer</i></p>	

9.4 **Please describe the working conditions and how often the post holder is exposed to these:**

10 **WORK CONTEXT**

10.1 **Exposure to Risk**

What is the level of risk to personal safety of injury, illness or health problems arising from the environment or the public/clients?

Assume that appropriate assessments of risk have been undertaken and hazardous conditions avoided or reduced as far as practicable.

(Tick 1 option only)

<p>A. Minimal <i>This may describe a job which is primarily office based which would not be in daily contact with members of the public or the contact with members of the public would be about matters that were routine and non-contentious</i></p>	
<p>B. Some <i>This may describe jobs where there is regular contact with members of the public, which involves matters of contention. This may also describe a job where there is some risk to health of physical or emotional injury.</i></p>	
<p>C. Moderate <i>This may describe jobs where there is a requirement to be out of the office on a regular basis and/or in contact with the public on contentious matters. It may also describe jobs required to operate machinery, handle chemicals or be exposed to potentially violent situations.</i></p>	
<p>D. Substantial <i>This may describe jobs where there is a requirement to visit homes where it is known there may be a risk of a violent incident, a job which works with a difficult client group and jobs which involve known hazardous work.</i></p>	

10.2 **Please give examples stating who or what poses the potential risk and how often this occurs. Can the post holder call on the immediate support of other members of staff? Please give examples of this.**

11 KNOWLEDGE AND SKILL

11.1 Type of Work Undertaken

Indicate the type of work the post holder must have the ability to undertake:

(Tick 1 option only)

<p>A. Limited range of routine tasks <i>This may describe a job where the requirement is for basic literacy/numeracy and an ability to follow simple instructions. A typical new employee would require a period of training to be fully competent in the main aspects of the job.</i></p>	
<p>B. Range of tasks involving the application of readily understood rules, procedures or techniques <i>Typically the structure of such jobs would require new starters to learn and apply a series of procedural rules that govern the operation of the post</i></p>	
<p>C. Range of involved tasks relating to one function or area of activity <i>This may describe jobs where there is a requirement to undertake more difficult tasks and to follow more complicated instruction. This may also describe a job, which is required to have an input into how work is done.</i></p>	
<p>D. Variety of advanced tasks relating to one function or area of activity <i>The structure of such jobs will involve tasks that all relate to one work area. May describe a job, which not only has an input into how the work is undertaken but may also have control over the area of work.</i></p>	
<p>E. Variety of advanced tasks across a range of functions <i>The structure of such jobs will involve tasks that relate to more than one work area. May describe a job, which not only has an input into how the work is undertaken but may also have control over the area of work.</i></p>	
<p>F. Work of a complex and specialist nature <i>The structure of such jobs will involve tasks, which are complex. Typically these duties will apply to a series of variables all impacting on the role over which the post holder is required to have control.</i></p>	
<p>G. Work of a highly complex and diverse nature <i>The structure of jobs will involve tasks in a number of areas which do not overlap and which include some functional distance between areas, i.e. diverse. Typically these duties will be highly complex meaning that they apply to a series of variables all impacting on the role over which the post holder is required to have extensive control.</i></p>	

11.2 Please describe the type of work:

11.3 Depth and Breadth of Knowledge

Indicate the depth of knowledge required. These may include technical, professional, operational or specialist disciplines, as well as caring, interpersonal, literacy and linguistic skills, diplomacy, sensitivity, tact, dexterity, numeracy, knowledge of equipment and machinery, operational techniques, concepts, theories, procedures and communications and management skills

(Tick 1 option only)

A. Basic knowledge and skills requirement <i>Basic entry level skills sufficient for the application of simple work processes</i>	
B. Comparatively basic knowledge and skills <i>Knowledge and skills of sufficient depth to operate simple procedures or methods</i>	
C. Good standard of practical knowledge and skills in an area of activity <i>The structure of the job requires sufficient depth of knowledge or skill sufficient for the satisfactory control of work processes.</i>	
D. Detailed knowledge and skills in a specialist discipline <i>The structure of the job requires sufficient depth of knowledge or skill such that it is discretely identifiable as a separate body of knowledge. One discipline is present at this level.</i>	
E. Detailed knowledge and skills in more than one specialist discipline <i>The structure of the job requires sufficient depth of knowledge or skill such that it is discretely identifiable as a separate body of knowledge. More than one discipline is present at this level.</i>	
F. Detailed knowledge and skills across a diverse range of specialist disciplines <i>The structure of the job requires sufficient depth of knowledge or skill such that it is discretely identifiable as a separate body of knowledge. More than one discipline is present at this level and they feature functional distance between the areas, i.e. they are diverse.</i>	
G. Advanced/high level of knowledge and skills in a specialist discipline <i>The structure of the job requires sufficient depth of knowledge or skill such that it may be identified as expert in nature. It applies to work, which is discretely identifiable as a separate body of knowledge. One discipline fitting this description is present at this level.</i>	
H. Advanced/high level of knowledge and skills across a range of specialist disciplines <i>The structure of the job requires sufficient depth of knowledge or skill such that it may be identified as expert in nature. It applies to work, which is discretely identifiable as a separate body of knowledge. More than one discipline each fitting this description is present at this level.</i>	

11.4 From the above please describe the type of specific knowledge and skill required. Indicate also the type of experience required for the post.

FURTHER OBSERVATIONS

Note:

Post holders will be expected to be flexible in undertaking the duties and responsibilities attached to their post and may be asked to perform other duties, which reasonably correspond to the general character of the post and are commensurate with its level of responsibility. This job description and questionnaire is provided for guidance only and does not form part of the contract of employment.

Date job description and job evaluation questionnaire completed:		
Signed (manager)		
Print name (manager)		
Signed (post holder – where this is a re-grading)		
Print name (post holder)		
Date evaluated		
Evaluator(s)		
Audited	Yes	No
Auditor		

The following appendices have not been attached to the Grading procedure report, as they will be subject to review if the recommendations contained in the report are adopted.

The appendices concerned are as follows: -

Appendix 3	Job Description – Good Action Guide
Appendix 4	Job Description – Template
Appendix 5	Employee Specification – Good Action Guide
Appendix 6	Employee Specification – Template



Manager's statement – Grading application form Appendix 7 – B.5

This form must be completed if you feel a job within your responsibility has changed and you wish to seek the regrading of the post. It is therefore important that you set out all significant changes to the job. You should be aware that the outcome of any application might result in the total score increasing, remaining the same or decreasing, consequently affecting the grade.

Please ensure that a copy of the current job description is attached to this form. This can be obtained from your HR service team.

Service: _____

Division: _____

Section: _____

Job title: _____

Contact tel. no: _____

Present grade: _____

Date of application: _____

Please set out all significant changes to the current job description. State which duties will change, or have been deleted, which are new duties and explain why these changes have occurred, i.e. new or changed legislation, responsibility/task moved to another post, or no longer required.



Manager's statement – Grading application form Appendix 7 – B.5

Do the above changes affect any other post?

Yes/ No

If yes, please state the posts affected:

I confirm that the above is a correct record of responsibilities within my team:

Signed:

Print:

Date:

Contact tel. no:

Job title:

Upon completion of this form it must be returned to your HR service team.



Employee grading application form Appendix 8 – B.5

This form must be completed if you feel your job has changed and you wish to seek the regrading of your post. It is therefore important that you set out all significant changes to your job. **Be aware that the outcome of any application might result in your total score increasing, remaining the same or decreasing, consequently affecting your grade.** Your submission should be clear and concise. If you are a member of a trade union you may wish to obtain their advice before completing the form.

Please ensure that a copy of your current job description is attached to this form. This can be obtained from your HR service team.

Name: _____

Service: _____

Division: _____

Section: _____

Job title: _____

Contact tel. no: _____

Present grade: _____

Date of application: _____

Outline the duties and responsibilities that have changed from your current job description

Declaration and signature of employee

I acknowledge that the outcome of this application might result in my total score increasing, remaining the same or decreasing, consequently affecting the grade of my post:

Signed: _____

Print: _____

Date: _____

Contact tel. no. _____

Upon completion of the form you must pass it to your line manager for their signature.

Line manager

Please confirm whether the facts as stated are correct and add any additional comments you wish to make. If you agree with the changes please provide a revised job description, which incorporates these changes. If any part of the claim is disputed this must be resolved before the application is submitted for evaluation. See B.5 Grading procedure, paragraphs 5.7 – 5.9.

Signed: _____

Print: _____

Date: _____

Contact tel. no. _____

Upon completion of this form it must be returned to your HR service team within 15 working days of receipt of the application.

This form must be completed if you wish to appeal against the evaluated grade of your post. It is used where an employee is dissatisfied with the outcome of an evaluation in the context of either an individual regrading application or for employees whose jobs changed following a review and who were designated into a post.

The appeal must be based upon the factor levels contained within the GLPC Job Evaluation scheme. You must indicate which factor(s) of the scheme you wish to appeal against and the reasons in support of it. You need only provide information in those sections that you wish to appeal against.

The Appeals Committee will consider all factors and the outcome of any appeal might result in your total score increasing, remaining the same or decreasing, consequently affecting your grade. Your submission should be clear and concise.

Appeals must be submitted within 10 working days of receipt of the notification by the HR service team of the outcome of the evaluation. Please ensure that a copy of your current job description is attached to this form. This can be obtained from your HR service team.

Name: _____

Service: _____

Division: _____

Section: _____

Job title: _____

Contact tel. no: _____

Total points awarded: _____ Grade awarded: _____

Factor - Knowledge & Skills

Factor level awarded under the scheme: _____

Grounds of appeal:

Factor – Creativity and Innovation

Factor level awarded under the scheme: _____

Grounds of appeal:

Factor – Decisions Discretion

Factor level awarded under the scheme: _____

Grounds of appeal:

Factor – Decisions Consequences

Factor level awarded under the scheme: _____

Grounds of appeal:

Factor – Contacts and Relationships

Factor level awarded under the scheme: _____

Grounds of appeal:

Factor – Resources

Factor level awarded under the scheme: _____

Grounds of appeal:

Factor – Work Demands

Factor level awarded under the scheme: _____

Grounds of appeal:

Factor – Physical Demands

Factor level awarded under the scheme: _____

Grounds of appeal:

Factor – Working Conditions

Factor level awarded under the scheme: _____

Grounds of appeal:

Factor – Work Context

Factor level awarded under the scheme: _____

Grounds of appeal:

Factor – Supervision and Management (please include an organisation chart)

Factor level awarded under the scheme: _____

Grounds of appeal:

Declaration and signature of employee

I acknowledge that the outcome of this application might result in my total score increasing, remaining the same or decreasing, consequently affecting the grade of my post:

Signed: _____

Print: _____

Date: _____

Contact tel. no. _____

Upon completion of the form you must pass to your line manager for signature.

For line manager

Please confirm whether the facts as stated are correct and add any additional comments you wish to make.

Signed: _____

Print: _____

Date: _____

Contact tel. no. _____

Upon completion of this form it must be returned to your Human Resources service team.

APPEALS COMMITTEE PROCEDURE

N.B. All appeals must be based upon the factor levels awarded under the Greater London Provincial Council Job Evaluation scheme (GLPC). The Appeals Committee will consider the factors appealed against and the outcome of any appeal might result in your total score increasing, remaining the same or decreasing, consequently affecting your grade.

1. On receipt of this form, the Human Resource service team will send a copy to the HR policy team, who will contact Democratic Services to arrange for the appeal to be heard by the council's Appeals Committee.
2. The HR policy team will provide the Appeals Committee with all relevant documentation, including job description, evaluation system report and contextual job family data.
3. The appellant will be entitled to attend and make a submission to the Appeals Committee and may be accompanied by a trade union representative or fellow worker of the council.
4. A Head of HR will normally explain the rationale of the evaluation to the panel and may question the appellant.
5. The Committee will be advised by the Service Director, Human Resources or a Head of HR with no prior involvement with the evaluation. They will be entitled to ask questions of both parties.
6. The Committee will discuss the merits of the case in private and the decision will be communicated to the appellant within ten working days.
7. Democratic Services will inform the appellant of the Appeals Committee decision in writing within 10 working days of the date of the appeal.
8. The decision of the Appeals Committee is final.