

Greater London Provincial Council Job Evaluation Scheme

1 Introduction

1.1 This document contains the internal conventions for use with the Greater London Provincial Council Job Evaluation Scheme 2000 (the GLPC scheme).

1.2 The internal conventions must be used by:-

- HR officers and Trade Union representatives undertaking job evaluation using the GLPC scheme; *and*
- HR officers and Trade Union representatives undertaking appeals against the evaluation of posts using the GLPC scheme

1.3 These conventions are the Learning Trust's authoritative interpretation of guidance provided by the GLPC and guarantee the fair evaluation of posts within the Council.

The conventions:-

- must be used by evaluators in conjunction with the GLPC scheme;
- must be applied by evaluators in every circumstance where they are relevant

1.4 Evaluators and trade union representatives undertaking appeals may not substitute alternative views for these conventions.

1.5 Under the GLPC scheme jobs are evaluated against the following criteria:-

- Supervision/Management of People
- Creativity and Innovation
- Contacts and Relationships
- Decisions – *Discretion*
- Decisions – *Consequences*
- Work Environment – *Work Demands*
- Work Environment – *Physical Demands*
- Work Environment – *Working Conditions*
- Work Environment – *Work Context*
- Knowledge and Skills

1.7 Every aspect of a factor level must be met to award at that level. If a factor is not fully met, the lower factor level must be awarded.

Supervision / Management of People		
Level	Factor Description	Local Conventions
1	Little or no supervisory responsibility other than assisting in work familiarisation of peers and new recruits	<ul style="list-style-type: none"> • Post is not managerial or supervisory • Post may have some authority over work performed by colleagues (e.g. jobholder may give advice and guidance, induction of colleagues, check colleagues' work for accuracy)
2	Some supervisory responsibility for temporarily assigned or shared employees including on the job training or the allocation and checking of work for quality and quantity	<ul style="list-style-type: none"> • Applies to supervisory roles • Jobholder will have some control over the organisation of work (i.e. the quality and quantity of work, allocating resources) but would not be responsible for full range of management (e.g. discipline) • Frequency of deputising/temporary assignments?
3	Direct supervision of at least one employee carrying out tasks in one identifiable area of work or, for example, work of a <u>project</u> nature	<ul style="list-style-type: none"> • Post <i>must</i> have full management responsibility for at least one employee (i.e. inclusive of discipline, performance management, appraisal, etc.) • Will <i>not</i> be a supervisor role unless it involves full management as above • 'Direct supervision is interpreted as being different from the 'indirect' supervision of contractor / partner workers • Tasks carried out may vary but form an identifiable / specific area of work. Job descriptions of managed employees will probably have a high degree of overlap • 'Projects' are defined as a short or long term package of work undertaken within a finite period or to achieve a specific outcome • The jobholder must have 'first call' on the time of those engaged in the project – awards are not due to a manager of a working group where there is no employee management between meetings. This type of responsibility is dealt with under contacts

4	Supervision / Management of a group of employees undertaking tasks either in the same general area of work or, for example, work of a project nature	<ul style="list-style-type: none"> • Manages <i>1 group</i> (at least 2 people) in same general area of work • All tasks with full scope of responsibilities e.g. office manager • May manage a larger number of people, some variety but same general area. Wouldn't be 3 individuals working in 3 different areas • Actual tasks performed by managed staff may be different but work is likely to have a common objective. Job descriptions of managed staff likely to overlap in some areas • To attract a factor level 4 award, a full management role, including management of the project, would need to be established. This must be a regular part of the job and involve the direct management of employees specifically appointed to undertake the project
5	Management of more than one group of employees carrying out diverse tasks in the same general type of work	<ul style="list-style-type: none"> • Must manage at least <u>2 groups plus</u> (4 people minimum) • Diverse tasks. Expect there to be little or no overlap and some distance between the job descriptions of the two groups. Example would be a Parking Manager managing 20 Parking Attendants and 4 administrative staff
6	Planning, co-ordination and management of groups of employees carrying out work across a wide range of different activities	<ul style="list-style-type: none"> • Must manage <i>more than 2</i> groups of employees in at least 3 clearly distinct areas of work to meet criteria of a wide range of different activities • Post will have overall strategic management and is likely to have managers at levels 3,4 or 5 managing different functions reporting to it • This factor level will quite often apply to 3rd Tier Managers or Heads of Service • Management function is more than direct line management and will involve co-ordination of the differing activities and ensuring that conflicting priorities are resolved – looking at the bigger picture
7	Planning, co-ordination and management of groups of employees carrying out work across a range of major functions	<ul style="list-style-type: none"> • Post will have overall strategic management – very likely to have managers at levels 5 and 6 (managing different major functions) reporting to it • It is very unlikely that this factor level will apply at borderline Chief Officer level only

Notes

If factor level for the role equates to level 3, then within Knowledge and Skills, the minimum factor for this criteria will be level 4

Dispersal

- Only applies up to and including factor level 5. Applies where staff work geographically dispersed or at different times and that actually make the supervision of their performance more difficult. For example at a different location, or on a shift working pattern, or working from home, or mainly visiting clients/ customers. Awards will not be made where more than 30% of duties are carried out at the relevant base (office or depot)
- An additional 6 points for dispersal will apply only to first line supervisors/managers

- Dispersal will not be applied to the supervision of employees working from home, except where this is a *requirement* of the job (i.e. not an arrangement)

Non-Direct Staff

- For supervision of non-direct staff, the norm will be to apply at least one factor level less than for the supervision of direct staff
- The above principle applies to the supervision of contract, voluntary or partnership staff

Deputising in the Absence of a Manager

- To assess an award for deputising, evaluators will establish the extent of deputising cover provided (i.e. which aspects of the managers' job the jobholder covers in his/her absence)
- The job description should clearly define the extent of deputising. If it does not, the panel should ask for further clarification before deciding which factor level to award
- If the job description does not detail the extent of the deputising role it should not be automatically assumed that there is full deputising
- An award only applies where deputising includes management/supervision of staff and that this is more frequent than simply cover for annual leave. Awards made would be at least one factor level less than for the management of direct staff

Variable Working Arrangements

- Numbers of temporary or seasonal staff should be averaged on an annual basis. All part time or job share employees are treated on a headcount basis and not FTEs

Creativity and Innovation		
Level	Factor Description	Local Conventions
1	Work with very limited opportunity for creative work or innovatory thinking	<ul style="list-style-type: none"> • Work involves routine adherence to laid down procedure with no room for creativity (e.g. data entry worker with no input into design of system). The duties of the post are governed by a set procedure likely to ensure consistency and/or compliance with work standards • Tasks would not require personal interpretation • Likely to be pre-defined answers to problems • Work carried out easily after induction
2	Work largely regulated by laid down procedures but needing occasional creative skills to deal with routine problems	<ul style="list-style-type: none"> • <i>Occasional</i> use of creativity. This will normally be in how to use the set procedure • Work is very regulated • Examples might include writing letters where there is a requirement to change content

3	Creativity is a feature of the job but exercised within general framework of recognised procedures	<ul style="list-style-type: none"> • While operating within the procedural guidelines laid down as a work standard (e.g. as a care plan), there is scope for creativity in the way in which those standards are achieved, and the guidelines are applied • There will be little or no autonomy to act outside the guidelines, maybe because the constraints are statutory, procedure bound, legally controlled etc. • Work involving the use of templates and IT reports may apply at this level • Creativity is not flowing through the majority of tasks but there is some scope to problem solving. Need to demonstrate more frequency at this level • Work is within a general framework but there is an element of interpretation. Some choices available.
4	Creativity and innovation are essential to the job and need to be regularly exercised within general guidelines	<ul style="list-style-type: none"> • As with level 3 above but the need for creativity is <i>more regularly</i> used. However this will all be within the general working guidelines, as in giving advice on a procedural or service issue • There will be some autonomy in the application of the guidelines without reference to more senior staff • Creativity must be flowing through the majority of tasks. For example having a varied case load within a clear statutory framework but having to take a fresh approach for each case rather than more of the same with a tweak. • Finds creative solutions to an issue, design of system or use of a procedure
5	Work which requires a range of imaginative solutions or responses and involves application of fresh and innovatory thinking	<ul style="list-style-type: none"> • Likely to interpret guidelines, legislation, national or local policy or procedures. May also be responsible for reviewing local procedures • Innovative problem solving when the solution is a new approach • Lowest level at which introduction of a new service or parts of a service should be recognised • Can involve the breaking of new ground but not always. More likely to be creative in terms of bringing something new to a service but only in operational terms. For example a Manager consistently having to come up with new ways of providing more efficient and/or effective services
6	Work which requires creative and innovative input in a number of <u>diverse</u> subjects and range of expertise where the opportunity and need for imaginative thinking is not limited by defined policies	<ul style="list-style-type: none"> • This needs to be at least 2 or more distinct work areas and not variations on the same theme. For example legal, finance, budgetary and people management • One example of a creative level 6 is where they are responsible for 2 discrete services (e.g. caretaking services). There will be a wider implication to this work, which would impact across departments or services, or affecting more than one area of the Trust or school or large numbers of people. This requirement will be used frequently and in diverse subjects using a range of expertise e.g. subjects with subject distance, no overlap and requiring different types of expertise. Not limited by defined policies i.e. role may be to review and refine the long term strategic view. At this level the jobholder will have a lot of 'lead' responsibility and may be identifying service briefs for a minimum of two service areas. Not necessarily about managing

		people
7	Work carried out in new and challenging situations frequently involving innovatory response on diverse subjects which have extensive policy or service implications”	<ul style="list-style-type: none"> • This describes posts where innovation is the <i>main purpose of the post</i> (e.g. development of a totally new approach to existing services, the autonomy to approach an issue with a ‘blank sheet of paper’ and work through the implications and application in a complementary way) • This expertise will be required frequently and will be applied in different areas that have far reaching policy or service implications • Post will involve strategic creativity, with a wide brief of diverse subjects • Very senior role – if post is very operational it is unlikely to be at this level

Contacts and Relationships		
Level	Factor Description	Local Conventions
1	Routine or incidental contacts involving exchange of information on non-contentious matters	<ul style="list-style-type: none"> • Post is required to exchange information on well established matters with members of the public / service users, colleagues • Information will not be contentious, involve debate, or require interpretation or persuasion.
2	Contacts on well established matters providing readily available information or assistance, or occasionally dealing with issues where the outcome may not be straightforward	<ul style="list-style-type: none"> • Similar to level 1 but matters will be less straightforward and require an element of interpretation and persuasion that may occasionally meet with opposition or some hostility • Jobs at this level are more about information exchange than advice. Advisory contacts are more likely to appear at level 3 • Information will be given within strict terms of reference. Not incidental or accidental advice. Starting to providing low level support i.e. Cleaner
3	Issues generally not contentious, but where the outcome may not be straightforward. Within the council, the advice or guidance would relate to issues which are less well established. Alternatively outside contacts would involve identifying details of service needs, assessment and initiating action to provide assistance, offering straightforward advice or delivering more comprehensive support and / or care	<ul style="list-style-type: none"> • Similar to level 2 but the interaction will frequently require interpretation and persuasion that may be met with rudeness or abuse, requiring tact or diplomacy or persuasion skills • Contacts will happen on at least a daily basis • Likely to provide advice rather than simply giving information • At this level the individual will have a limited amount of knowledge to be able to satisfy most straight forward queries without reference to others • At this level more complex issues will be referred to a more senior person
4	Situations where the content and outcome are not straightforward or well	<ul style="list-style-type: none"> • A regularly provided service, either internally or externally • In addition to the use of tact and persuasion, the jobholder will be required to use their authority

	established and could involve more detailed assessment, planning, evaluation, care and assistance. Some authority in the provision of services is required.	<p>in the provision of the services and to maintain their position, perhaps in the face of rudeness and abuse</p> <ul style="list-style-type: none"> • Role will be more advisory, requiring application or interpretation and not straight forward information giving • Typical examples will be more complex front-line posts e.g. housing front line staff
5	Some matters are likely to be contentious or complex requiring support, tact, persuasion and sensitivity, within the application of operational guidelines. The outcome will have a <u>material effect</u> , including care, on the person, service or organisation contacted.	<ul style="list-style-type: none"> • The interaction has a tangible/ noticeable effect on the service/ service user or colleagues • Contentious could include important matters that have scope for alternative interpretation - probably involving change, conflict or something which is high on the political / organisational agenda • The outcomes would affect the contact considerably and are likely to be on Senior Management's agenda • Typically a jobholder whose day to day contacts impact on service quality / efficiency • Some senior practitioners with complex cases may get this factor level for the impact on individual clients rather than on whole service • Normally the maximum level awarded when the role can impact on the life of individuals
6	Dealing with a range of complex and contentious matters requiring support, persuasion, advocacy and sensitivity, within the application of operational guidelines. The outcome will have <u>significant</u> implications, including care, for the contact or the service.	<ul style="list-style-type: none"> • 'Significant' relates to the quality or extent of the service provided • Individual would have to more regularly deal with complex and contentious matters impacting on the service given. Such interactions take into account the impact on related services and on the contact and be handled with sufficient skill to minimise opposition and maximise the acceptance and co-operation of the contact. • E.g. likely to apply to managers with a range of complex staffing and/or service issues. • Will be responsible for future service implications of actions taken
7	Regularly dealing with a range of complex and contentious matters requiring a consistently high degree of support, persuasion and advocacy and an awareness of the council's major policy objectives. The outcome will have substantial implications for the contact or the council. The post holder may act on behalf of the council.	<ul style="list-style-type: none"> • 'Substantial' relates to shape, size, direction of service provided. Impact that will be in the broadest sense. Jobholder may be authorised to act on behalf of the Trust or school re. this service • Jobholder will operate in a strategic way and will have a lot of contacts of a strategic nature • Contacts must have substantial implications for contact or the service • Generally this level would not be awarded for any one individual client, it would be about the service, the public as a whole or another organisation e.g. the PCT, or partner • Post likely to involve attendance at meetings which commits the Trust or school to a direction / resources
8	Advising the council on high level complex matters with major implications for the contact's or organisation contacted, or which require a	<ul style="list-style-type: none"> • 'Major' relates to whether a service runs or not. The jobholder will have the authority to act on behalf of the School in regard to this service and commit resources to a course of action. • Jobholder likely to be advising senior management / members on strategic issues • The outcome of the contact will typically have depended on the skills used by the jobholder in

	responsibility to act on behalf of the council and commit the authority to a course of action involving a substantial impact on resources. It would be expected that the expert guidance would be accepted and only overruled as a result of a change in policies	dealing with the consultation and negotiation. <ul style="list-style-type: none"> • More likely to be at Headteacher or Senior Management level
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Factor Levels 5, 6 and 7

- “Contentious” could include important matters that have scope for alternative interpretations and outcomes that would affect the contact in different ways. Contentious would cover contacts the outcome of which is high on the political/managerial agenda of the Council and/or its partners.
- “Complex” contacts will be those where the terms of reference for most contacts are not well defined and take place in the context of many variables e.g. a wide range of diverse client needs, impact on other services, budgetary considerations, political priorities, impact (or otherwise) of precedents.

Decisions – Discretion		
Level	Factor Description	Local Conventions
1	Post requires little freedom to act, work is carried out within clearly defined rules or procedures and advice is available if required	<ul style="list-style-type: none"> • Jobs will be very clearly regulated by process or where deviation from a plan or procedure are inappropriate e.g. following financial regulations or a care-plan • Mechanistic - answer is yes or no, black or white, etc
2	Work is carried out within clearly defined rules and procedures involving decisions chosen from a range of established alternatives	<ul style="list-style-type: none"> • Given the information available more than one choice of action or advice is available (e.g. straightforward internal/ external customer queries)
3	Work is carried out within programmes and objectives where there is a wide range of choices and advice is not normally available <u>and/or</u> decisions where policy, procedures and working standards provide only general	<ul style="list-style-type: none"> • More complex customer queries, less straightforward advice, referral on for a further course of action • Range of different answers and fairly broad freedom to choose which answer • Level 3 would apply in terms of decisions about when and how tasks are carried out but where there is no responsibility for setting the overall working standards. More likely to be jobs where the person is taking information from people and deciding on the advice to give or how to best

	guidelines	<p>resolve the situation at the time</p> <ul style="list-style-type: none"> • There are a multitude of options but the choice will normally be based on existing or past practice and it will not break new ground in terms of establishing working standards
4	Decisions which lead to the setting of working standards in the provision of operational services <u>and/or</u> leading to changes in important procedures <u>or</u> service practice	<ul style="list-style-type: none"> • Increasing responsibility for setting the constraints within which others will have to work. The standards, procedures and practice will be contained within a service • The jobholder will be expected to use evaluative judgement and will – for example, allocate resources, decide to operate within parameters • Affect level and quality of service practices, can work within a policy but affect how it is delivered in the choices and working practices
5	Posts which have a <u>major</u> responsibility for monitoring and evaluating important policy, service practice and provision affecting a <u>whole service</u> , for making recommendations for change and for managing their implementation	<ul style="list-style-type: none"> • Leads on important policy, service practice <i>or</i> provision which affects a whole service • Post must make recommendations for changes in policy <i>and</i> have responsibility for implementation (i.e. have appropriate authority to do so) • Decision making an important responsibility of the post • Changes in standards, procedures and practices will impact on the whole service. Discussion will take place with a more senior manager for confirmation only • Jobholder will work at a strategic level
6	Posts which have a continuing responsibility for reviewing important policy, service practice and provision affecting the whole council, for making recommendations for change, managing the implementation and following up and dealing with the implications of the change	<ul style="list-style-type: none"> • Major responsibility of the post. The lead for the Trust or school and probably has delegated authority in this area. There will be a knock-on effect of decisions on the whole Trust or school <i>or</i> across the borough • Decisions will require only minimal comment from more senior manager • Recommendations are likely to be regarded as the most informed judgement on the subject and are usually accepted and agreed without changes. These will affect the policy framework for the whole Trust or school • Constant <i>and</i> continuing review of important policy, fundamental to the whole service, recommends change, manages the changes <u>and</u> deals with the implications. e.g. Decisions about the provision of elderly services would extend across the whole borough • Could be roles which affect every department as well. Needs to be broad and multi-disciplinary

Decisions – Consequences

Level	Factor Description	Local Conventions
1	Decisions which have a limited <u>and</u> short-term effect on employees beyond immediate colleagues or on the public. Effects of decisions would be quickly	<ul style="list-style-type: none"> • e.g. giving out information on service availability • The only decision the jobholder is likely to make at this level is the order in which they will do the tasks on a daily basis and will not have any long term impact or very limited impact • Consequences of decision very limited

	known <u>and</u> readily amended if necessary	
2	Decisions which have a material effect on the internal operations of the post's own or other department or on the individual or on the provision of service to the public	<ul style="list-style-type: none"> • A tangible and noticeable effect on, for example, children and young people, client or the service provided (e.g. developing a care-plan) • Material effects are likely to be something that can be measured, seen or quantified, usually within a timescale of a few weeks
3	Decisions which have significant implications for the service or significant effects on employees or other individuals or other organisations.	<ul style="list-style-type: none"> • Outcome of the decision would relate to the quality of the service to children and young people • May include a review of a system of work; change to the way that people work or the way in which the service is delivered resulting in a change to the size, shape or level of service • Will have a longer term effect (usually on groups of service users) or a life-changing impact on small numbers
4	Decisions which have a major impact on service provision, the public or other organisations.	<ul style="list-style-type: none"> • Likely to relate to whether or not a service runs at all – or may result in a total re-organisation of a service • Often operating in situations where the consequences will impact over a long term timescale and would be difficult to amend
5	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	<ul style="list-style-type: none"> • To have a major impact at this level the decision would need to affect policies/ activities on a large scale either within or outside the Trust or school • Jobholder will operate at a strategic level where consequences are extensive (i.e. beyond one service) and long term (i.e. over a period of years)

Notes

- Consider the hierarchy with this factor - who has the responsibility for the decision? Generally there is greater discretion the higher up the hierarchy and the consequences will be greater;
- Decisions or recommendations must be part of the regular work of the job;
- Occasional deputising will not qualify for the decision making level of the more senior post;
- Direct decisions occur where action is taken without reference to a higher authority;
- Where recommendations are referred to a higher authority for a decision to be made they will usually carry less accountability than direct decisions;
- In joint or collective decisions (e.g. within a group or working party) the actual role of the jobholder must be identified

Resources		
Level	Factor Description	Local Conventions
1	Little or no responsibility for physical or financial resources	<ul style="list-style-type: none"> • Actual resources or equipment up to £100 (e.g. mobile phone/Cleaner with mop, bucket and cleaning materials, stationary etc) • Very unlikely to apply to senior managers who will have no hands-on responsibility • Budgets do NOT count • An award above Level 1 should not be made for equipment installed in the home as part of occasional or permanent home-working
2	Responsible for the proper use and safekeeping of hand tools, small items of equipment and low cost materials or for the accurate handling and security of small sums of cash and cheques or financial resources	<ul style="list-style-type: none"> • Items totalling value between £100- £1000 <i>and/or</i> cash between £50 - £250 e.g. (laptop/ client's finances/ luncheon vouchers/ petty cash / not cheques unless received blank or made out to cash) • Could cover <ul style="list-style-type: none"> ○ Purchase of school uniforms, school trip money etc ○ Those with sole responsibility for a locked stationery cupboard ○ Responsibility for a standard lawnmower ○ Responsibility for a tool bag/tools • Responsibility for tools, stores & stock applies only when taken outside of Trust or school premises • Office equipment will not apply unless used off-site (i.e. laptops/ mobile phones) • Values are normally the insurable value • Where data input is primary function of the job and there are no advanced functions, this factor level should be awarded
3	Responsible for the proper use and safekeeping of smaller plant, vehicles, machinery and higher cost materials or for the accurate handling and security of larger sums of cash and cheques or other financial resources	<ul style="list-style-type: none"> • Items totalling value between £1,000 - £50,000 and/or cash from £500- £25,00 (e.g. van drivers, cashier) • Could cover:- <ul style="list-style-type: none"> ○ A large lawnmower or other gardening equipment ○ Audio/visual equipment
4	Responsible for the proper use and safekeeping of larger items of plant and machinery or of high value stocks and supplies or for the accurate handling	<ul style="list-style-type: none"> • Items totalling value of or near 50,001 - £1m (e.g. large truck/lorry drivers, head cashier, refuse truck, school buses) • A driver is responsible for the vehicle he/she is driving - only one person can be responsible at any one time

	and security of large sums of cash and cheques or other financial resources	<ul style="list-style-type: none"> • Could cover:- <ul style="list-style-type: none"> ○ Senior cashier <u>handling</u> large amount collected by individual cashiers ○ Responsibility for large building works store
5	Responsible for proper use and safekeeping of major physical resources or other financial resources	<ul style="list-style-type: none"> • <i>Complete and continuous</i> responsibility for major physical resources such as buildings (e.g. sole key holder. May apply to care home or school caretaker) • Describes jobs that are responsible for major physical resources such as large buildings. This would include being the key holder with responsibility for security and dealing with emergencies at established times. • An award for key holding may not be made where this is merely an administrative convenience and involves little more than 'last one out lock up'

Notes

- This factor seeks to measure day-to-day (or even hour-to-hour) responsibility. On this basis, front line/'coal face' employees are more likely to have responsibility rather than the line manager
- Awards will not be made for resources that could be considered to be part of the general workplace fabric (e.g. the PC someone uses, the chair he/she sits on, a uniform). Equipment must be essential to undertake the function of the job to attract a factor level award;
- Awards will not be made for budget responsibility
- Reference to cash or cheques also means vouchers, permits, etc. if they have a cash value if made available to the public
- The value of cash handled should be "double counted" against less liquid assets e.g. equipment. This means that, for example, responsibility for handling £2,000 cash should be given the same weighting as £4,000 worth of equipment.

Work Environment – Work Demands		
Level	Factor Description	Local Conventions
1	Work where tasks are interchanged but the programme of tasks is not normally interrupted	<ul style="list-style-type: none"> • Decisions about priorities are taken at a higher level • Tasks follow a natural sequence (examples are staff answering basic queries) • Work is routine and tasks are started and finished and can be interchanged but the programme continues uninterrupted
2	Work subject to interruption to the programme of tasks but not involving any significant change to the programme	<ul style="list-style-type: none"> • Work may be interrupted but can be adjusted and the programme picked up again later or the next day (e.g. a receptionist) • Any decisions about changes to the programme are taken at a higher level
3	Work subject to deadlines involving	<ul style="list-style-type: none"> • Programme of work regularly changes on a daily basis – or emergency interventions occur

	changing problems, circumstances or demand	<ul style="list-style-type: none"> • Jobholder is directly responsible for meeting the deadlines • Work involves elements of unpredictability and variety in the demands • Deadlines impact on the work programme and will vary in relation to changing problems, circumstances or demand
4	Work subject to deadlines involving frequently changing circumstances and conflicting priorities	<ul style="list-style-type: none"> • Deadlines change a number of times on a daily basis • Work requires the ability to react quickly with awareness of the impact on other areas of work • In this job the individual is likely to be dealing with responsibilities for 2 conflicting service areas • Could be working strategically at this level but may not have constant operational pressure • Impact of interruptions could result in tasks being delayed by weeks
5	Constant change and the management of the resulting conflicts	<ul style="list-style-type: none"> • Work programme involves the need for fundamental and rapid change that has to be responded to and acted upon • Job is likely to involve almost constant fire-fighting and often planned work must give way to a more urgent task • Demands on the jobholder will vary significantly (e.g. deadlines, demands for strategic information/advice, demands from colleagues, public, etc.) • Likely that the individual would have to be managing individuals – and gets involved in their conflicting priorities too • Likely to be a manager managing a team of people who individually score a level 3 or 4 • Post very likely to have authority to adjust resources

Work Environment – Physical Demands

Level	Factor Description	Local Conventions
1	Work requiring normal physical effort.	<ul style="list-style-type: none"> • No excessive or regular lifting, carrying, stretching. Job may involve walking • Work allows a variety of postures and movement • Normal office work (including use of computers) would fall under this level
2	Work requiring normal physical effort with periods of substantial physical effort; or normal physical effort occasionally in awkward postures; or prolonged effort in a constrained position involving considerable manual dexterity	<ul style="list-style-type: none"> • As level 1 but involving periods of substantial effort <i>or</i> normal effort occasionally in awkward postures <i>or</i> prolonged effort involving manual dexterity • Jobholder may need to crouch, stand, stretch, lift or undertake repetitive strain to the extent that the physical effort required is considered 'substantial' • Includes intensive use of computers (e.g. data entry tasks)
3	Work requiring substantial physical	<ul style="list-style-type: none"> • E.g. lifting children and young people, carrying heavy loads, Cleaning, Caretaking, Grounds

	effort with short periods of intense physical effort <u>or</u> normal physical effort regularly in awkward postures.	Maintenance, pushing wheel chairs / care roles
4	Work requiring intense physical effort <u>or</u> lengthy periods of substantial physical effort in awkward postures.	<ul style="list-style-type: none"> • Job requires heavy physical effort (e.g. gardening involving digging heavy soil)

Work Environment – Working Conditions		
Level	Factor Description	Local Conventions
1	Work normally performed in a heated, lit and ventilated indoor environment; may be exposed to occasional noise <u>or</u> outside conditions	<ul style="list-style-type: none"> • Most office based work
2	Work includes significant elements of inside or outside work involving some exposure to moderate noise/ heat/ cold/ disagreeable <u>or</u> difficult surroundings / conditions	<ul style="list-style-type: none"> • ‘Moderate noise’ is noise that will cause disruption and/or discomfort. ‘Heat, cold’ covers extremes of high or low temperature as a feature of the job, not an incidental occurrence; • The adverse conditions are more significant in terms of duration and frequency but the extent is moderate. For example visiting unpleasant sites, occasionally dealing with bodily fluids
3	Majority of work performed outside involving exposure to all weather conditions or exposure inside or outside to considerable noise or dirty or difficult or disagreeable and unpleasant surroundings / conditions	<ul style="list-style-type: none"> • Most of the work is performed in these adverse conditions and the extent is considerable • Considerable noise is noise which would require ear protection and cause significant discomfort or harm without such protection • Dirty or disagreeable conditions may involve regularly (several times a day) attending to the personal needs of children and young people with special needs, including e.g. changing feeding etc
4	Working continuously outside involving exposure to all weather conditions or exposure inside or outside to continuous noise or work in dirty or very disagreeable and unpleasant surroundings / conditions	<ul style="list-style-type: none"> • Job requires continuous exposure to adverse conditions of the most difficult nature.

Notes

- This factor does not cover travel to and from work or travelling from main place of work to other buildings for meetings etc.
- It cannot necessarily be assumed that indoor working will not involve exposure to heat or cold. Nor will noise necessarily be solely associated with the operation of plant or machinery. Similarly dirt and smells may result from contact or work with people
- The extent of which work can be organised by the jobholder to lessen exposure to unpleasant conditions, and the level of control exerted by the jobholder over the working conditions, should be taken into account

Work Environment – Work Context		
Level	Factor Description	Local Conventions
1	Work involves minimal risk to personal safety of injury, illness or health problems arising from the environment or the public / clients	<ul style="list-style-type: none"> • Includes jobs that are primarily office based and which do not require daily contact with the public • Contact with the public about matters that are routine and non-contentious • The use of PCs or VDUs is taken to be a minimal risk, assuming guidelines for use are in operation • “Minimal risk” would include jobs where the contact with the public is the requirement to drive them
2	Work potentially involves some risk to personal safety of injury, illness or health problems arising from the environment or the public / clients	<ul style="list-style-type: none"> • This may describe jobs where there is regular contact with parents or carers which involves matters of contention • There will usually be someone close by to call on for support • May include jobs where there is some risk to health by physical or emotional injury
3	Work potentially involves moderate risk to personal safety of injury, illness or health problems arising from the environment or the public / clients	<ul style="list-style-type: none"> • Describes jobs where there is a requirement to be out of the office on a regular basis <i>and</i> in contact with the public on contentious matters (e.g. working in client’s homes, lone working) • May also describe jobs required to operate complex machinery, handle hazardous chemicals • May include jobs working with children or young people with emotional and behavioural needs
4	Work potentially involves a substantial risk to personal safety of injury, illness or health problems arising from the environment or the public / clients	<ul style="list-style-type: none"> • Jobs may require regular visits to homes where it is known there may be a risk of a violent incident or work with a difficult client group (e.g. mental health nurse, drug abuse social worker) • Should be a clear and well established pattern of risk

Notes

- Where there is doubt regarding the appropriate factor level, the relevant risk assessment should be consulted. Where a number of risks are identified, the award will be based on the highest, rather than the accumulative risk

- Evaluators should consider the extent to which the risks can be controlled/managed. Assume that all H&S risk assessments have been completed and actions implemented
- Evaluate the likely scenario not the extreme possibility
- This factor expected to score at a very low level for most senior posts

Knowledge and Skills		
Level	Factor Description	Local Conventions
1	Ability to undertake work consistent with a basic knowledge and skills requirement, which involves a limited range of tasks that <u>can be carried out after initial induction</u>	<ul style="list-style-type: none"> • Likely to be low/unskilled work • Tasks can be learned through demonstration/repetition and performed with 1 weeks learning and practice • Examples of jobs at this level may consist of unskilled Cleaners, Basic Clerical Work, Filing Clerk
2	Ability to undertake work consistent with a <u>comparatively basic</u> knowledge and skills requirement, which encompasses a range of tasks involving application of readily understood rules, procedures and techniques	<ul style="list-style-type: none"> • Jobholder will need to learn the rules and techniques then apply them. Likely to involve some formal instruction followed by job experience over some months • Jobs likely to require basic literacy, driving, IT skills or semi-skilled manual work
3	Ability to undertake work concerning more involved tasks confined to <u>one function or area of activity</u> which requires a <u>good standard of practical knowledge and skills</u> in that area of activity	<ul style="list-style-type: none"> • Tasks more complicated and involved • May involve interpretation of guidelines • Jobholder likely to provide advice on process and procedure (e.g. might advise managers on elements of recruitment process) • E.g. homecare worker, skilled gardener, basic administrative work
4	Ability to undertake work of a variety of <u>advanced tasks</u> confined to one knowledge and skills in a specialist discipline	<ul style="list-style-type: none"> • Requires detailed knowledge and skills in a specialist discipline • First level at which the jobholder would need more than good administrative skills • Posts may require qualifications to a junior professional level • Jobs will require detailed knowledge and skills and possibly a theoretical understanding of the work and the associated discipline • Management skills for one person may be required
5	Ability to undertake work of a range of advanced activities: EITHER applying to <u>more than one</u> function	<ul style="list-style-type: none"> • Advanced tasks as in level 4 but allows for more breadth across the range of knowledge <u>or</u> depth within a particular discipline • Jobholder will have a thorough understanding of the techniques and procedures in a complex process system (service, product or information) gained through broad training or significant

	which requires detailed knowledge and skills in <u>a specialist discipline</u> OR applying to one function which requires detailed knowledge and skills in <u>more than one specialist discipline</u>	<p>work experience</p> <ul style="list-style-type: none"> • For example where it is a technical discipline with very well developed soft skills e.g. interpersonal / negotiation, advocacy
6	Ability to undertake work of a complex nature which requires : EITHER detailed knowledge and skills in a diverse range of specialist disciplines OR advanced / high level knowledge and skills in a specialist discipline	<ul style="list-style-type: none"> • Complex nature = involving many variables and themes impacting on the work. Deeper understanding of the context of the principles • Diverse range = no overlap and with distance between them • Advanced/ high level = an expert in the discipline, real depth of knowledge • This level describes either the specialist in one area or a generalist across a broader range. Broader deeper understanding of the techniques gained through more extensive formal training or progression through variety of steadily 'larger' jobs. Practical, authoritative applied knowledge, rather than theoretical. Skilled, complicated, continuing activities • Lot of knowledge about a lot of things OR the Trust or school's expert, e.g. Social care and people management. This could be a senior specialist viewed as an expert in their field
7	Ability to undertake work of a more complex nature which requires advanced/high level knowledge and skills across range of specialist disciplines	<ul style="list-style-type: none"> • More complex work, involving significant evaluative judgement • More than likely the jobholder has a strategic role over 3 or more disciplines • Requires a sufficiency based on understanding of concepts and principles normally associated with professional/ academic qualifications, detailed grasp of involved practices and procedures • Requires thorough/ comprehensive combination of applied and theoretical knowledge. Know and understand theory and principles underpinning the disciplines • Need to handle problems by working out from first principles rather than rely on experience alone. Gained through either advanced training with some experience or substantial relevant/ practical experience • Organisational expert in several areas, more breadth of knowledge here
8	Ability to undertake work of highly complex and diverse nature which requires advanced/ high level knowledge and skills in a range of specialist disciplines	<ul style="list-style-type: none"> • More complex and diverse work than in level 7 – at a strategic level in at least 3 or more areas/disciplines • Jobholder likely to be in control of at least a whole department • Requires <u>proficiency</u> gained through broad, deep experience built on concepts and principles, or wide exposure to complex practices and precedents • Requires ability to select, develop and assess the applicability of techniques not just capable use of them. Gained through academic or non-academic routes • Expertise such that job holder would be capable of making presentations to other specialists in a national forum • Autonomy in these areas has been delegated by a very senior manager who will not expect to intervene

		<ul style="list-style-type: none"> • High level political skills and thorough knowledge or how the Trust or school works and of corporate issues • It should be very rare to give this level. These are almost certainly Chief Officer posts
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Notes

- Where, the factor level for the Supervision/Management criteria equates to level 3, then the minimum factor under this criteria will be level 4
- A function is a discrete work area with a clearly identifiable group of activities
- A specialist discipline is a discrete body of knowledge or skills
- It should be recognised that K&S may be acquired through study, training or experience
- The person specification should indicate the relevant K&S (e.g. technical, professional, operational) required for the job – and only these should be measured
- The input is measured rather than the output
- No account should be taken of frequency, if the K&S is required only occasionally it is still required
- There is no assessment of the additional skills of the current jobholder or the potential for development, unless this is described in progression criteria