**Scottish Councils’ Job Evaluation Scheme**

**JE**

**Job Evaluation Information**

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| Job Title: | | | | | | |  | | | | | | | | | | | | | | | | | | | | |
| Directorate: | | | | | | |  | | | | | | | | | | | | | | | | | | | | |
| Service: | | | | | | |  | | | | | | | | | | | | | | | | | | | | |
| Line Manager Job Title: | | | | | | |  | | | | | | | | | | | | | | | | | | | | |
| Are you the (tick box)[⯑](#Part1) | | | | | | | Job holder? | | | | | | | | |  | | Job Designer? | | | | | | | | |  |
| **HR Use Only – JE Information** | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Initial Docs received** | | | | |  | | | | | | | **Final Docs received** | | | | | | | | | |  | | | | | |
| **Type** | Redesign | | | | |  | | Re-evaluation | | | | |  | | New Job | | | | |  | | | Other | | |  | |
| **Group** | | ADM |  | MGR | | | |  | PRO |  | PER | | |  | | | PRA | |  | | SPE | | |  | TEC |  | |

Please be aware that as part of the Council’s transparent approach to Job Evaluation, the content of this document may be made available to other Council employees on request.

**GENERAL INFORMATION – Use Job Profile**

##### The Position of Your Job in the Council’s Structure

|  |
| --- |
| Describe where your job fits in relation to others in your team, section, and service. A good way to do this is a chart that shows its position and those of your supervisor and any jobs reporting to you. |

**MAIN PURPOSE OF THE JOB – Use Job Profile**

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| **Q1**  [⯑](#Q1) | Describe, in general terms the purpose of the job. Try to do this in one paragraph. | |
|  | | |
| **Q2**  [⯑](#Q2) | List the **main elements of the job** and, in the right hand column, the percentage of time spent on each (Note: 20% = 1 full working day/week). | % of Time |
|  | |  |
| **Q3** | If appropriate, give examples of how the **job** has changed since it was last evaluated. What are the new responsibilities? Has new legislation had an impact on the job? | |
|  | | |

**DEMANDS OF THE JOB**

# **FACTOR 1 – WORKING ENVIRONMENT**

This considers the physical environment of the job. It covers disagreeable, unpleasant, uncomfortable or hazardous working conditions such as dust, dirt, temperature extremes and variations, humidity, noise, vibration, fumes and smells, human or animal waste, steam, smoke, grease or oil, inclement weather; and discomfort arising from the need to wear protective clothing. It also considers hazardous aspects of the working environment which are unavoidable and part of the job such as risk of illness or injury arising from exposure to diseases, toxic substances, machinery, lone working or work locations. Health and safety regulations and requirements are assumed to be met by both employer and employee.

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| **Q4**  [⯑](#Q4) | Which of these statements is the most likely to apply to your job? | | | |
| Predominantly working indoors | |  | Predominantly working indoors but involves travelling between different locations |  |
| Predominantly working outdoors and involves travelling between different locations | |  | Predominantly working outdoors but sheltered e.g. in a drivers cab or bothy |  |
| Predominantly working outdoors but can take shelter to avoid bad weather | |  | Predominantly working outdoors, exposed to all weathers and cannot take shelter |  |

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| **Q5**  [⯑](#Q5) | Where do you normally work? | | | | | |
|  | | | | | | |
| **Q6**  [⯑](#Q6) | Describe the two most unpleasant, disagreeable or hazardous conditions to which you are normally exposed in a normal working week. (for example noise, dust, waste, working at height) If none then state “none”. | | | | | % of Time |
|  | | | | | |  |
|  | | | | | |  |
| **Q7** | | Any further information related to Working Environment, e.g. are you required to wear any protective equipment? If so, please provide details. | | | | |
|  | | | | | | |
| **HR Use Only – Working Environment** | | | | | | |
| **Initial evaluation including job profile information** | | | | | | |
| Score | | | | Assessment of evidence | | |
| Level | | | 0 |  | | |
| Bullet | | | 0 |
| **Panel** | | | | | | |
| Score | | | | | Assessment of evidence | |
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# **1st review**

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| **Additional evidence** | | | **Completed by:** |  |
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| Score | | Assessment of additional evidence | | |
| Level | 0 |  | | |
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# **2nd Review**

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| **Additional Evidence** | | | **Completed by:** |
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| Score | | Assessment of evidence | |
| Level | 0 |  | |
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# **3rd Review**

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| **Additional Evidence** | | | **Completed by:** |
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| Score | | Assessment of evidence | |
| Level | 0 |  | |
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# **FACTOR 2 – PHYSICAL COORDINATION**

This considers the predominant physical co-ordination required to do the job. It covers manual and finger dexterity, hand-eye co-ordination, co-ordination of limbs and or senses, speed and precision required in the course of **normal** working. Examples might include driving or using tools or equipment (including office equipment such as keyboards.)

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| **Q8**  [⯑](#Q8) | Which of these statements are the most likely to apply to your job? (**tick one box**)  Physical Co-ordination in my job is predominantly needed for: | | | |
| Keyboarding and Computer use. | |  | Driving |  |
| Using equipment, tools, machinery or appliances. | |  | None of these |  |

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| **Q9**  [⯑](#Q9) | If you cI If you chose keyboarding, what best describes the nature of the keyboarding skills required? | | | | | | | | | | | |
| Basic keyboarding e.g. self taught (typing correspondence, completing spreadsheets, etc) | | | | | |  | | Use of advanced graphical packages or similar | | |  | |
| Specialist typing skills e.g. touch or audio typing, use of specialist financial packages | | | | | |  | | Other computer use (specify below) | | |  | |
| Are you required to keystroke to pre-determined standards e.g. typing at more than 50 words per minute? | | | | | | | | | Yes | |  | |
|  | | | | | | | | | No | |  | |
| **Q10**  [⯑](#Q10) | | From the statement you selected in Q8, please describe, **in one paragraph if possible**, what are the main activities requiring physical co-ordination required on a day to day basis. | | | | | | | | | | | |
|  | | | | | | | | | | | | | |
| **Q11**  [⯑](#Q11) | | Do the task(s) you have described in Q10 have to be achieved at pre-determined pace? For example completing a repetitive task 6 times per minute. | | | | | | | | | | | |
|  | | | | | | | | | | | | | |
| **Q12**  [⯑](#Q12) | | Could the **FULL** duties of the job be undertaken **WITHOUT DRIVING**? | | | | | | | | | | | |
| Yes | | | | |  | | No | | |  | | | |
| **Q13**  [⯑](#Q13) | | If you answered **No** to Q12 explain what kind of vehicle you drive and whether or not you are expected to tow equipment or/and manoeuvre in tight spaces other than when parking. | | | | | | | | | | | |
|  | | | | | | | | | | | | | |
| **Q14**  [⯑](#Q14) | | Any further information related to Physical Coordination (e.g. What type of equipment/tools/machinery/appliances are you required to use?) | | | | | | | | | | | |
|  | | | | | | | | | | | | | |
| **HR Use Only – Physical Co-Ordination** | | | | | | | | | | | |
| **Initial evaluation including job profile information** | | | | | | | | | | | |
| Score | | | | Assessment of evidence | | | | | | | |
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| **Panel** | | | | | | | | | | | |
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# **1st review**

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# **2nd Review**

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# **3rd Review**

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# **FACTOR 3 – PHYSICAL EFFORT**

This considers the strength and stamina required by the job (in excess of a basic level involving limited standing, walking, bending, stretching and occasionally lifting or carrying.) It covers all forms of physical effort required in the course of normal working, for example, standing, walking, lifting, carrying, pulling, pushing, working in awkward positions such as bending, crouching, stretching, sitting, standing or working in a constrained position.

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| **Q15**  [⯑](#Q15) | Which of these statements are the most likely to apply to your job? (**tick two boxes**)  Physical Effort in my job is predominantly needed for: | | | | | | | | |
| Standing / Walking | | | | |  | Lifting / Carrying | |  | |
| Pushing / Pulling | | | | |  | Applied Physical Effort e.g. scrubbing, sawing, digging etc. | |  | |
| Working in awkward positions e.g. lying on back underneath objects etc. | | | | |  | Working in constrained position e.g. sitting in a vehicle for long periods. | |  | |
| **Q16** | Pl Describe your typical working position(s), e.g. driving, seated at a desk, working in a confined space, etc: | | | | | | | | |
|  | | | | | | | | | |
| **Q17**  [⯑](#Q17) | Please describe the typical level of physical effort required. For example, if you ticked lifting and carrying, what do you have to carry and for what percentage of your working time would you be carrying those things. | | | | | | % of Time | | |
| 1. | | | | | | |  | | |
| 2. | | | | | | |  | | |
| **Q18** | | Any further information related to Physical Effort. | | | | | | | |
|  | | | | | | | | | |
| **HR Use Only – Physical Effort** | | | | | | | | |
| **Initial evaluation including job profile information** | | | | | | | | |
| Score | | | | Assessment of evidence | | | | |
| Level | | | 0 |  | | | | |
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# **FACTOR 4 – MENTAL SKILLS**

This considers the job’s complexity and thinking needed. It includes problem solving, creativity, planning, conceptualising, option appraisal, design, innovation, research, imaginative and developmental skills, analytical and strategic thinking.

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| **Q19**  [⯑](#Q19) | Which of these statements is the most likely to apply to your job when dealing with the more difficult or challenging problems you encounter in a **normal** working week? (**tick one box**) | |
| I refer more difficult problems to my line manager | |  |
| I apply existing rules or procedures to solve the more difficult problems that arise | |  |
| I use recognised analytical problem solving techniques to resolve the problem | |  |
| **Q20**  [⯑](#Q20) | Please give examples of typical difficult or challenging problems (encountered in a normal working week) that you are required to resolve. | |
|  | | |

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| **Q21**  [⯑](#Q21) | Please give examples of situations where your job requires you to forward schedule or plan activities in the course of your **normal** work. |
|  | |

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| **Q22**  [⯑](#Q22) | How far in advance would you be required to forward schedule or plan activities in the course of your **normal** work? |
|  | |

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| **Q23**  [⯑](#Q23) | Does your job involve input to or formulation of strategy? If so, please give examples. |
|  | |

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| **Q24**  [⯑](#Q24) | Any further information related to Mental Skills e.g. What variables are you required to consider as part of your job? Why? | | | |
|  | | | | |
| **HR Use Only – Mental Skills** | | | |
| **Initial evaluation including job profile information** | | | |
| Score | | | Assessment of evidence |
| Level | | 0 |  |
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| **Panel** | | | |
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# **1st Review**

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# **3rd Review**

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| **Additional evidence** | | | **Completed by:** |  |
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| Score | | Assessment of evidence | | |
| Level | 0 |  | | |
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# **FACTOR 5 – CONCENTRATION**

This considers the concentration required to do the job, the need for mental and sensory attention, awareness and alertness. It also covers anything which may make concentration more difficult such as repetitive work, interruptions, the need to switch between tasks or activities, simultaneous or conflicting work and deadlines.

|  |  |
| --- | --- |
| **Q25**  [⯑](#Q23) | Give examples of two tasks which you carry out on a day to day basis that require you to use the most concentration. |
| 1. | |
| 2. | |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Q26**  [⯑](#Q26) | Which of these statements is the most likely to apply to your job? **(tick one box)**  Most of the pressure in my job is created by: **(If none go to Q30)** | | | |
| Repetitive work | |  | Interruptions |  |
| Switching between tasks | |  | Deadlines |  |
| Simultaneous demands | |  | Conflicting demands |  |

|  |  |
| --- | --- |
| **Q27**  [⯑](#Q27) | Please give examples of why you selected the above statement? |
|  | |

|  |  |
| --- | --- |
| **Q28**  [⯑](#Q28) | Does your job have any involvement in producing reports? If so, give examples of reports you have been involved in within the last month and what your role was in their completion. |
|  | |

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| **Q29**  [⯑](#Q29) | How long would you typically need to sustain uninterrupted concentration, without a break (e.g. a change of task or moving away from your desk), as a part of **normal** working? |
|  | |

|  |  |  |  |  |
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| **Q30**  [⯑](#Q30) | Any further information related to Concentration, e.g. What deadlines do you work to? What meetings do you attend, in what capacity (Chair, Minute Taker, Attendee), how long are they, who else attends? | | | |
|  | | | | |
| **HR Use Only - Concentration** | | | |
| **Initial evaluation including job profile information** | | | |
| Score | | | Assessment of evidence |
| Level | | 0 |  |
| Bullet | | 0 |
| **Panel** | | | |
| Score | | | Assessment of evidence |
| Level | | 0 |  |
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# **1st Review**

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| Score | | Assessment of evidence | | |
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# **2nd Review**

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| **Additional evidence** | | | **Completed by:** |  |
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| Score | | Assessment of evidence | | |
| Level | 0 |  | | |
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# **3rd Review**

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| **Additional evidence** | | | **Completed by:** |  |
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| Score | | Assessment of evidence | | |
| Level | 0 |  | | |
| Bullet | 0 |

# **FACTOR 6 – COMMUNICATION SKILLS**

This considers all communication needed in the course of NORMAL work **excluding that with own team/colleagues**.It covers informing, exchanging, listening, interviewing, persuading, advising, presenting, training, facilitating, conciliating, counselling, negotiating and advocacy. It includes using other languages (eg foreign, sign, Braille, etc). This factor considers the purpose of the communication, the sensitivity or complexity of the subject and the nature and diversity of the audience.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Q31**  [⯑](#Q31) | Which of these statements are the most likely to apply to your job? **(tick two boxes)**  The most demanding type of communication required in my job in a **normal** week is: | | | |
| Listening | |  | Public Relations |  |
| Interviewing | |  | Eliciting or Explaining information |  |
| Seeking or Providing Information | |  | Exchanging Information |  |
| Advising or Guiding | |  | Persuading |  |
| Training / Presenting / Facilitating | |  | Counselling |  |
| Advocacy | |  | Negotiating |  |

|  |  |  |  |  |
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| **Q32**  [⯑](#Q32) | Give typical examples of each of the 2 forms of communication selected in Q31? | Describe the nature of the information | Describe the audience | Describe the level of audience understanding |
| 1. | |  |  |  |
| 2. | |  |  |  |

|  |  |  |  |  |
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| **Q33**  [⯑](#Q33) | Any further information related to Communication Skills. | | | |
|  | | | | |
| **HR Use Only – Communication Skills** | | | |
| **Initial evaluation including job profile information** | | | |
| Score | | | Assessment of evidence |
| Level | | 0 |  |
| Bullet | | 0 |
| **Panel** | | | |
| Score | | | Assessment of evidence |
| Level | | 0 |  |
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# **1st Review**

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| **Additional evidence** | | | **Completed by:** |  |
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| Score | | Assessment of evidence | | |
| Level | 0 |  | | |
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| **Additional evidence** | | | **Completed by:** |  |
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| Score | | Assessment of evidence | | |
| Level | 0 |  | | |
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# **3rd Review**

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| **Additional evidence** | | | **Completed by:** |  |
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| Score | | Assessment of evidence | | |
| Level | 0 |  | | |
| Bullet | 0 |

# **FACTOR 7 – DEALING WITH RELATIONSHIPS**

This considers demands arising from circumstances and or behaviour of those with whom the jobholder comes into contact as an integral part of normal working. It requires a response from or action by the jobholder when dealing with people as part of the job. It covers caring for and dealing with people (excluding immediate work colleagues) who are upset, unwell, difficult, angry, frail, confused, have special needs, are at risk of abuse, are terminally ill, or are disadvantaged. It also includes coping with abuse, aggression, the threat of violence, and/or to deal with conflict.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Q34**  [⯑](#Q34) | Which of these statements are the most demanding that are likely to apply to your job? **(please select 2 boxes, numbering them 1 for the main demand and 2 for the next highest)** In the course of a normal week I come into contact with people or clients who are / have: | | | |
| In need of care / unwell | |  | In distress |  |
| In conflict with my job | |  | Disadvantaged |  |
| Verbally abusive | |  | Otherwise demanding |  |
| Special needs | |  | Aggressive or violent |  |
| At risk of abuse | |  | Difficult |  |
| Terminally ill | |  | None |  |

|  |  |  |
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| **Q35**  [⯑](file:///C:/Users/lblackhurst/AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/1G9CJFQX/Verbally#Q35) | Describe the general nature of your job’s relationship which each of the two groups selected in Q34 and, in the right hand column, the percentage of time spent in contact with each of these. | % of Time |
| 1. | |  |
| 2. | |  |

|  |  |
| --- | --- |
| **Q36**  [⯑](#Q36) | Please provide examples of the TYPICAL behaviour or circumstances encountered as part of NORMAL working and how you would deal with it (e.g. challenge the behaviour, involve Line Manager, etc). |
|  | |

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| **Q37**  [⯑](#Q37) | Any further information related to Dealing with Relationships. | | | |
|  | | | | |
| **HR Use Only - Relationships** | | | |
| **Initial evaluation including job profile information** | | | |
| Score | | | Assessment of evidence |
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| **Panel** | | | |
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# **1st Review**

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# **2nd Review**

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# **3rd Review**

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# **FACTOR 8 – RESPONSIBILITY FOR EMPLOYEES**

This considers responsibility for supervision, co-ordination or management of employees or equivalent (eg temp agency staff and contractors). It includes work allocation and planning, checking, evaluating and supervising the work of others; providing guidance, training and development to own team/employees; motivation and leadership; and involvement in personnel practices such as recruitment, appraisal, discipline and grievance.

|  |  |  |  |  |  |
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| **Q38**  [⯑](file:///C:/Users/lblackhurst/AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/1G9CJFQX/others#Q38) | Do you have line management or supervisory responsibility for the work of others? | | | | |
| Yes | |  | No (go to factor 9) | |  |
|  | | | | | |
| **Q39**  [⯑](file:///C:/Users/lblackhurst/AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/1G9CJFQX/others#Q39) | Which of these statements is the most likely to apply to your job? **(tick one box)**  The job I do involves having line management / supervisory responsibility for: | | | | |
| One person | |  | | One team of staff (one tier) |  |
| More than one team of staff (two tiers or more) | |  | | One Service |  |
| More than one Service | |  | |

|  |  |  |
| --- | --- | --- |
| **Q40**  [⯑](#Q40) | Describe the nature of your responsibility for staff and, in the right hand column, the number and job titles (unless you are responsible for a Service) of the staff you are responsible for? | Number and Job Titles |
|  | |  |

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| **Q41**  [⯑](#Q41) | Which of the following best describes your responsibility for the implementation of personnel policy, procedure & practice? **(tick all that apply)** | | | |
| Supervising & Guiding | |  | Evaluation of work & prioritising areas of work |  |
| Instructing, allocating & checking work | |  | Chairing Disciplinary/Grievance hearings |  |
| Appraisal, Maximising Attendance, Managing Performance | |  | Evaluation of service activities & working methods |  |
| Investigation for discipline/grievance | |  | Determining departmental/functional priorities |  |

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| **Q42**  [⯑](#Q42) | Which of the following best describes the jobholder’s responsibility for directing the activities of others? | | | |
| Monitor the team performance & evaluate work against a pre-determined programme | |  | Evaluate activities & working methods and reprioritise within established parameters |  |
| Determine departmental/functional priorities/targets & review activities & methods | |  | Determine resource requirements & set objectives |  |

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| **Q43**  [⯑](#Q43) | Any further information related to Responsibility for Employees. | | | |
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| **HR Use Only – Responsibility for Employees** | | | |
| **Initial evaluation including job profile information** | | | |
| Score | | | Assessment of evidence |
| Level | | 0 |  |
| Bullet | | 0 |
| **Panel** | | | |
| Score | | | Assessment of evidence |
| Level | | 0 |  |
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# **1st Review**

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# **3rd Review**

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# **FACTOR 9 – RESPONSIBILITY FOR SERVICES TO OTHERS**

This considers the job’s responsibility for and impact on individuals or groups, such as clients, users, internal customers, contractors or the public. Examples include supporting or providing a service; giving advice or guidance; applying, implementing or enforcing regulations; and designing, developing or implementing services or processes. Services include those of a physical, mental, social, economic, business, environmental, or health and safety nature.

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| **Q44**  [⯑](#Q44) | Which of these statements is the most likely to apply to your job? **(tick one box)**  The service my job provides to others is predominantly: | | | |
| The provision of a support service to internal staff or colleagues | |  | Delivering a front line service to mainly external customers |  |
| Applying regulations or Council policy | |  | Assessing service requirements or the client / customers needs |  |
| Responsible for contracted services | |  |  |  |

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| **Q45**  [⯑](#Q45) | Describe who receives the service your job provides and what is the **predominant** role of your job in its provision? |
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| **Q46**  [⯑](#Q46) | Describe a situation which requires you to assess the needs of those you come into contact with in a normal working week? |
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| **Q47**  [⯑](#Q47) | **If you are a Manager**, how would you best describe your job’s responsibility for addressing service requirements or delivering services to others? |
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| **Q48** | Any further information related to Services to Others. | | | |
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| **HR Use Only – Responsibility for Services to Others** | | | |
| **Initial evaluation including job profile information** | | | |
| Score | | | Assessment of evidence |
| Level | | 0 |  |
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| **Panel** | | | |
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# **3rd Review**

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# **FACTOR 10 – RESPONSIBILITY FOR FINANCIAL RESOURCES**

This considers responsibility for handling and or security of cash, vouchers, cheques, debits and credits, invoices and for accounting, audit and budgetary activities. It includes project expenditure and the generation of income and savings; assessment of financial risk; grants, loans and investments.

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| **Q49**  [⯑](#Q49) | Which of these statements is the most likely to apply to your job? **(tick one box)**  My jobs main responsibility for financial resources is dealing with: **(If none go to factor 11)** | | | |
| Cash, Cheques or equivalent | |  | Accounting/Auditing |  |
| Processing Invoices, transactions or equivalent | |  | Loans, investments or equivalent |  |
| Budgets or project income / expenditure | |  | Other |  |

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| **Q50**  [⯑](#Q50) | Give examples of **day to day** tasks which represent the statement you selected in Q49. | How often do you do this? | £ per year |
|  | |  |  |

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| **Q51**  [⯑](#Q51) | If you have budgetary responsibility, please tick the statement that most accurately reflects your responsibility. | | | |
| Spending from an allocated budget | |  | Monitoring budgetary income/expenditure |  |
| Authorising & monitoring budgetary expenditure | |  | Contributing to the budget setting/estimating process |  |
| Leading or controlling the budget setting process | |  | Determining & planning budgets |  |

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| **Q52** | Any further information related to Responsibility for Financial Resources? (e.g. more information on why you selected the response at Q51) | | | |
|  | | | | |
| **HR Use Only – Responsibility for Financial Resources** | | | |
| **Initial evaluation including job profile information** | | | |
| Score | | | Assessment of evidence |
| Level | | 0 |  |
| Bullet | | 0 |
| **Panel** | | | |
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# **FACTOR 11 – RESPONSIBILITY FOR PHYSICAL AND INFORMATION RESOURCES**

This considers responsibility for Council tools, equipment, instruments, vehicles, plant, machinery, goods, produce, stocks, buildings, fixtures, fittings, land, construction works, manual and computerised information. It considers responsibilities for safekeeping, confidentiality, security; deployment, control; maintenance, repair, requisition, purchase, planning, organising, design and long term development of physical or information resources.

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| **Q53**  [⯑](file:///C:/Users/lblackhurst/AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/1G9CJFQX/Manual#Q53) | Which of these statements are most likely to apply to your job? **(please select 2 boxes, numbering them 1 for the main responsibility and 2 for the next highest responsibility)**  My job’s main responsibility for physical & information resources is: | | | |
| Plant, tools, equipment or vehicles | |  | Stocks or supplies |  |
| Land, buildings, construction sites or equivalent | |  | Manual or computerised Information |  |

|  |  |
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| **Q54**  [⯑](#Q54) | Describe **normal** tasks to show the extent of responsibility your job has for the two assets you’ve selected in Q53. e.g. responsible for own PC, using or maintaining tools, developing or managing information systems, data input, site security, cleaning or managing council premises, contract management, etc |
| 1. |  |
| 2. |  |

|  |  |
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| **Q55** | If you chose plant, tools, equipment or vehicles above, please provide further information, including: what is it you use/have responsibility for, what do you use it for, when/how often do you use it, what is your responsibility for it? |
|  | |

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| **Q56** | Are you involved in developing or managing information systems or records? **Please tick one if applicable.** | |
| Contributing to the review, adaptation or development of information/record systems | |  |
| Undertaking the design and development of information/record systems | |  |
| Ensuring the proper completion and safekeeping of statutory records | |  |
| Managing the review and development ofinformation/record systems | |  |
| Please list any systems for which you have had this responsibility over the past 12 months: | | |

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| **Q57** | Any further information related to Physical & Information Resources, including any additional information on responsibility for land, buildings, construction sites, etc or for stocks and supplies. | | | |
|  | | | | |
| **HR Use Only – Responsibility for Physical and Information Resources** | | | |
| **Initial evaluation including job profile information** | | | |
| Score | | | Assessment of evidence |
| Level | | 0 |  |
| Bullet | | 0 |
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| Score | | | Assessment of evidence |
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# **1st Review**

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| Score | | Assessment of evidence | | |
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# **FACTOR 12 – INITIATIVE AND INDEPENDENCE**

This considers the need to exercise initiative and freedom to act. It covers the type and degree of supervision and guidance provided by instructions, procedures, practices, checks, policy, precedent, regulation, strategy and statute.8

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| **Q58**  [⯑](file:///C:/Users/lblackhurst/AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/1G9CJFQX/Working#Q58) | Which of these statements is most likely to apply to your job? (**tick one box**)  My job normally entails: | | | |
| Working to instructions | |  | Working within policy guidelines |  |
| Following routine work practices | |  | Implementing policy, regulation or legislation |  |
| Following established procedure | |  | Working within the framework of Council Strategy |  |

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| **Q59**  [⯑](file:///C:/Users/lblackhurst/AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/1G9CJFQX/Yes#Q59) | Are you free to arrange any elements of your own workload? | | | |
| Yes | |  | No **(go to Q61)** |  |

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| **Q60**  [⯑](#Q60) | If you answered **Yes** to Q59, please give examples which show which elements of your work you are free to arrange for yourself. |
|  | |

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| **Q61** | Tick one box which best describes the guidance which is normally available to you: | | | |
| Closely supervised / checked | |  | Precedents provide guidance |  |
| Problems generally referred to supervisor | |  | Managerial direction available |  |
| Operational guidance available | |  | Professional advice is available |  |

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| **Q62**  [⯑](#Q62) | Give examples of problems that you would refer to your line manager. |
|  | |

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| **Q63** | Are you required to formulate strategy? | | | |
| Yes | |  | No **(go to factor 13)** |  |

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| **Q64**  [⯑](#Q64) | Give examples of the strategies you are involved in and what the level of your involvement is? | | | How far ahead do you have to think? | |
|  | | | |  | |
| **HR Use Only – Initiative and Independence** | | | | |
| **Initial evaluation including job profile information** | | | | |
| Score | | | Assessment of evidence | |
| Level | | 0 |  | |
| Bullet | | 0 |
| **Panel** | | | | |
| Score | | | Assessment of evidence | |
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# **1st Review**

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| **Score** | | **Assessment of evidence** | | |
| Level | 0 |  | | |
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| **Additional evidence** | | | **Completed by:** |  |
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| Score | | Assessment of evidence | | |
| Level | 0 |  | | |
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# **FACTOR 13 – KNOWLEDGE**

This considers what you need to know to do your job. It covers practical, procedural, technical, specialist, policy and organisational knowledge including that of equipment and machinery, numeracy and literacy, culture and techniques, ideas, theories and concepts. It considers complexity, breadth and depth of knowledge and the **minimum** qualifications or experience **needed** to do the job. These may therefore **not necessarily** be those held by an individual jobholder.

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| **Q65** | Which of these statements is most likely to apply to your job? (**tick one box**)  The knowledge required to do my job is **typically** acquired from: | | | |
| Demonstration and familiarisation on the job | |  | Through previous or job related experience |  |
| Training received on the job | |  | A vocational qualification |  |
| A professional qualification | |  |  |  |

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| **Q66**  [⯑](#Q66) | If you need a **qualification** to do your job, please explain the nature of the qualification and why you need it e.g. a practicing certificate or licence to do a task? |
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| **Q67**  [⯑](#Q67) | Please explain what type of experience you are required to have to do your job? E.g. customer service, clerical, leisure, handling cash, supervisory etc. | | | How long would it take to acquire? | In addition to or instead of qualifications? | |
|  | | | |  |  | |
| **Q68**  [⯑](#Q68) | Does the job need an understanding of the environment external to the Council? | | | | | |
| Yes | |  | No | | |  |
|  |  | | | | | |
| **Q69**[⯑](#Q69) | If you answered **yes** to Q68 describe this understanding, showing why and how it is used in the course of **normal** working | | | | | |
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| **Q70**  [⯑](#Q70) | Does the job regularly involve formal working groups? | | | |
| Yes | |  | No |  |

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| **Q71**  [⯑](#Q71) | Describe the purpose and nature of these working groups, their name and your job’s involvement in them. | | | Internal or External? | What is their frequency? | |
|  | | | |  |  | |
| **Q72** | Additional Information | | | | | |
|  | | | | | | |
| **HR Use Only - Knowledge** | | | | | |
| **Initial evaluation including job profile information** | | | | | |
| Score | | | Assessment of evidence | | |
| Level | | 0 |  | | |
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| **Panel** | | | | | |
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| **Additional evidence** | | | | **Completed by:** | |  |
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| **3rd review – additional evidence** | | | | | **Completed by:** |  |
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# **The following job holders have been consulted in regard to the information contained in this questionnaire:**

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| --- | --- | --- |
| **Jobholder(s) Name(s):**  (Initials and Surname Only) |  | **Date:** |
|  |  |
|  |  |
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|  |  |
| (Please attach a separate sheet if you need space for additional names and dates. All current jobholders must have an opportunity to view the questionnaire) | | |
| **The following manager(s) have been consulted in regard to the information contained in this questionnaire and have added comments where appropriate.** | | |
| **Manager(s) Name(s)** |  | **Date:** |
|  |  |
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| **HR Use Only** | | |
| **Consistency Check Information** | | |
| Supervisor | | |
| JE No | Job Title | Comment |
|  |  |  |
| Subordinate(s) | | |
| JE No | Job Title | Comment |
|  |  |  |
| Other comparators | | |
| JE No | Job Title | Comment |
|  |  |  |
| Benchmark Jobs (Comments) | | |
|  | | |

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| **HR Use Only – Analyst Information** | | | |
| **Initial evaluation including job profile information** | | **Date** |  |
| Analyst(s) |  | | |
| **Panel** | | **Date** |  |
| Lead Analyst |  | | |
| Analyst(s) |  | | |
| **1st review if required** | | **Date** |  |
| Lead Analyst |  | | |
| Analyst(s) |  | | |
| **2nd review if required** | | **Date** |  |
| Lead Analyst |  | | |
| Analyst(s) |  | | |
| **3rd review if required** | | **Date** |  |
| Lead Analyst |  | | |
| Analyst(s) |  | | |

**HR Use only - Factor Levels – To update highlight the table and press ‘F9’**

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| Assessment | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** |
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| Panel | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** |  |
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| 1st Review | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** |  |
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|  | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** |
| 3rd Review | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** |  |
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Guidance on Completing the JE Questionnaire

|  |  |
| --- | --- |
| Part 1 | If you are the employee who is currently doing this job tick "Job holder". If you are a Manager who is designing a job tick "Job Designer". |
| Q1 | In this section note the principal purpose and objectives of thejob. Do not include long lists of tasks; rather use the main tasks as examples only. This section should normally mirror the job purpose shown on the job profile. |
| Q2 | Percentages should total no more than 100%.and should reflect the outcomes shown in the job profile |
| Q3 |  |
| Q4 | Choose the option which best describes the normal working environment. For example, if you work outdoors but can take shelter when the weather is very bad then choose, “Predominantly working outdoors but can take shelter to avoid bad weather”. |
| Q5 | Give some more detail about where the work is done and if it is indoors or outdoors. If outdoors, in what circumstances and where could the job holder shelter from the weather. |
| Q6 | What are the two most hazardous or unpleasant things involved with the job e.g. any requirement to work with chemicals, wear protective clothing, work on construction sites, refuse tips or alone, assisting people to use the toilet etc. |
| Q7 |  |
| Q8 | Select the option that the post holder would do the most. If the post holder would do more than one of these things on a regular basis, you can add information about the other options in Q14. |
| Q9 | Select the option that the post holder would do the most. ‘Basic keyboarding’ covers general office tasks e.g. typing Word documents, inputting data to spreadsheets, using the internet etc. |
| Q10 | Provide examples of the option you selected in Q8. E.g. if you chose ‘Keyboarding and Computer use’, give examples of the tasks the computer is used for, what computer packages are used and how often the post holder would be doing these tasks. |
| Q11 | ‘Pre-determined pace’ applies where the task requires to be completed at a pre-determined rate which is outwith the post holder’s control. This does not apply to deadlines, which are considered under Factor 5 (Concentration). |
| Q12 | Is having a driving licence an **essential** requirement of the role? If so, select ‘No’ as the answer to this question. |
| Q13 | Also explain what type of vehicle is driven (e.g. car, van, LGV, forklift) and how often the post holder needs to drive this vehicle. |
| Q14 | Add any other relevant information here. This could include giving examples of equipment and tools used on a regular basis. |
| Q15 | Chose first the option which corresponds to the greatest physical effort associated with your job and then the one which corresponds to the most sustained physical effort involved in the job. For example the greatest effort might be to lift and carry something and the most sustained might be standing and walking around your workplace. |
| Q16 |  |
| Q17 | The frequency should be expressed as a percentage of your overall working time. |
| Q18 |  |
| Q19 | Examples of analytical techniques would be performing diagnostics, process mapping, fishbone analysis. |
| Q20 | What problems would the post holder find challenging, but be able to deal with themselves. Examples should be related to tasks; problems with people are covered in another factor. |
| Q21 | Include event planning, organising own workload or scheduling work to meet performance indicators or other similar planning activities. |
| Q22 | Give a time in days, weeks, months or years. |
| Q23 | Give examples of the strategies and note how the post holder would be involved. For example do they contribute to the overall strategy or have personal responsibility for strategy development. |
| Q24 | Give examples of other additional factors that the post holder has to consider which may influence how they use mental skills, including any external influences. |
| Q25 | Think about those tasks which occur as a normal part of the job. |
| Q26 | Select the option that you think creates the highest pressure as a normal part of the job. |
| Q27 | Include a real example and how often this would occur. |
| Q28 | For example Committee Reports which provide factual information, draw conclusions and present recommendations. |
| Q29 | Be clear on uninterrupted hours in a typical week ie you cannot answer a phone call, make a cup of tea or leave your desk for an uninterrupted given period. |
| Q30 | Provide examples of where deadlines are imposed and outwith job holder’s control. |
| Q31 | Choose the option which shows the most demanding forms of communication required in the course of normal working. |
| Q32 | Be clear who the contacts are with, how and what is being communicated. It is important to represent the most demanding communication routinely undertaken. |
| Q33 | Add any other details which relate to the communication needed as part of this job. |
| Q34 | Think about the nature of the clients or contacts that the job holder will normally deal with. |
| Q35 | Give more information about the client groups. For example if you have ticked “Verbally Abusive” tell us who it is that is likely to be abusive, in what circumstances that might happen and approximately what percentage of time is spent with that client group. |
| Q36 | What types of behaviours do the clients or contacts exhibit? For example, might they be argumentative and how would you deal with that. |
| Q37 | Record any other information to help the job analyst understand the nature of your working relationships. |
| Q38 | Does the job have any supervisory responsibility for staff or “others” (eg. agency staff, relief workers, contractors or volunteers)? |
| Q39 | Choose the option which best describes the post holder’s responsibility for staff or “others” (eg. agency staff, relief workers, contractors or volunteers). |
| Q40 | Consider the nature of the post holder’s responsibility for staff (eg. day to day distribution of work, allocating work and checking results, performance appraisal, providing training or directing activities) and note the number and position of staff/non employees applicable to each of these activities. |
| Q41 | Choose all the options which best describe the post’s requirement to apply personnel procedures/policies. |
| Q42 | Choose the option which best describes the responsibility for directing the activities of others. As a general rule ‘directing activities’ would generally involve supervision of more than 1 tier. |
| Q43 | Please add any further relevant details. For example the frequency of supervisory responsibility, discretion to hire contracted or temporary staff to work on projects, specific areas of work etc. |
| Q44 | Choose the option which best describes the nature of the service provided by the job holder. |
| Q45 | Who is receiving the services provided by the job and what does the job holder do to provide the service? For example, if the job involves overseeing contracted services and making sure that contractors comply with standards, tick “Responsible for contracted services”. If the job mainly involves carrying out tasks to deliver a service directly to members of the public, tick the “Delivering a front line service….” option. |
| Q46 | Does the job have any responsibility for assessing whether a client needs to have a service delivered and what type of service is required to meet their needs? If so then include an example which illustrates what type of service need is being assessed (e.g. a need for specialist accommodation or to have information made available). |
| Q47 | Only answer if you have line management responsibility. Describe the nature of the service and your responsibilities for the quality and delivery of services to others and how you address the variety of needs. |
| Q48 |  |
| Q49 | If the job has some responsibility for financial resources, tick the box that best describes that responsibility. For example, if there is a responsibility for directly taking payments, tick “Cash, Cheques or equivalent”. If there is a responsibility for financial administration tick “Processing invoices, transactions or equivalent”. If the job has no responsibility for finances move onto Factor 11 (question 53) |
| Q50 | Give more information here. E.g. if the post has responsibility for taking payments, give details of what types of payments are taken, how often that happens and an approximation of the total value of payments taken over a whole year. |
| Q51 | Leading or controlling budgets applies where the job holder is accountable for building a budget taking into account the overarching principles of the budget setting process. Determining budgets applies where the job is responsible for the final decision on the budget (which may then be submitted to Committee for approval). If providing figures for a budget, it is helpful to separate the value of any staffing budget from any other budgetary responsibility. |
| Q52 |  |
| Q53 | For example if you have a Council laptop and have access to information to do your job then you would put a number 1 beside “Manual or computerised information” and a number 2 beside “Plant, vehicles or equipment”. If you have responsibility for a Council vehicle that would fall under “Plant vehicles and equipment”. Responsibility for maintenance of property would fall under “Land, buildings, construction sites or equivalent”. |
| Q54 | Use this section to help the job analyst understand what you do with the resources you have responsibility for and what they are. For example, if you have responsibility for stocks and supplies, do you requisition supplies, do you have a responsibility to order supplies, what types of supplies are you responsible for and who uses those supplies? |
| Q55 |  |
| Q56 |  |
| Q57 |  |
| Q58 | For example, if you have a set route to follow or a specified list of tasks, tick “Working to instructions”. If you are guided by existing policy but there is no established procedure or practice then you would choose “Working within policy guidelines.” |
| Q59 | If you organise your own workload and are free to decide how and when work is carried out, tick “Yes”. |
| Q60 | Please give examples of activities that are a regular or common job feature and what you are required to do/consider when arranging these. |
| Q61 |  |
| Q62 | Please give examples of the types of problems that you would have to refer to your line manager, rather than dealing with them yourself. |
| Q63 |  |
| Q64 | Please list any strategies you have been involved in developing and what your role was. For example are you regularly working as part of a team to develop strategy, do you regularly chair working parties for that purpose or do you make recommendations to contribute to the development of strategy? |
| Q65 |  |
| Q66 | Consider why the qualification is fundamental to the job and why it could not be done by someone without the minimum qualification. The minimum qualification shown here cannot be greater than the qualification requirement shown in the Job Profile. |
| Q67 | Consider the amount of time needed to become fully competent and familiar with all aspects of the job.  Relevant experience may be from current job or from a previous related job. Remember that this is the experience actually needed to do the job. |
| Q68 | The external environment refers to functional or professional changes external to the Council such as proposed initiatives, developments or legislation that may affect the Council’s operation. |
| Q69 | Consider why the jobholder requires this knowledge and what makes it necessary to the job and reflect on how this is used by the jobholder. |
| Q70 | In the context of Job Evaluation relevant working groups would be those formally recognised at a Council level or established by an external body to consider responses to change in the external environment. This refers to developments affecting the Council’s operation and not just developments within the job holder’s functional or professional area. |
| Q71 | Consider the remit of these working groups and what the job holder’s role is. For example contributing to development, providing specialist expertise, representing the Council’s position or interests, co-ordinating responses and reporting outcomes etc. |
| Q72 |  |