

FEATURES OF THE LOCAL GOVERNMENT JOB EVALUATION SCHEME

The NJC Job Evaluation Scheme consists of “a “factor plan,” “a scoring system” and “weightings” free from gender bias and discrimination on the grounds of race, sexuality, religion, race and disability. The scheme has 13 factors which are split into 4 groups as follows:

Group 1: Knowledge and skills

1. Knowledge.
2. Mental skills.
3. Interpersonal and Communication skills.
4. Physical skills.

Group 2: Effort Demands

5. Initiative and Independence.
6. Physical Demands.
7. Mental Demands.
8. Emotional Demands.

Group 3: Responsibilities

9. Responsibility for people.
10. Responsibility for Supervision/Direction/Co- Ordination of Employees .
11. Responsibility for Financial Resources.
12. Responsibility for Physical Resources.

Group 4: Environmental Demands

13. Working Conditions.

The factors are explained in more detail below. During the evaluation interview, the Gauge evaluation system will determine an appropriate score for each of the factors and then an overall score for each job role.

FACTOR GUIDANCE

The information below provides further details regarding each of the 13 factors which will be assessed during the job evaluation.

Group 1: Knowledge and Skills

1. Knowledge

This factor measures the knowledge required to do the job. It covers all technical, specialist, procedural and organisational knowledge required for the job, including numeracy and literacy; knowledge of equipment and machinery; and knowledge of concepts, ideas, other cultures or languages, theories, techniques, policies, procedures and practices.

It takes into account the breadth, diversity and range of knowledge and the depth and complexity of the understanding required. When completing the process, the following areas will be considered:

- Procedures/practice
- Single/multiple tasks
- Operation of equipment, plant and machinery
- The training needed for the job and how it is acquired
- What professional qualifications are required
- Knowledge of other service areas within the council

2. *Mental Skills*

This factor measures the mental skills required for the job. It includes analytical, problem solving and judgmental skills. It also includes creative and developmental skills, whether related to design, handling of people or development of policies and procedures; and planning and strategic skills. It takes into account requirements to gather, collate and analyse the facts needed to solve problems; and also requirements for imaginative thinking. When completing the process, the following areas will be considered:

- Problem solving
- Creativity
- Analytical skills
- The need to exercise judgment or decision making
- Information handling
- Developing plans or strategies

3. *Interpersonal and Communication Skills*

This factor measures the interpersonal and communication skills required for the job. It includes oral, linguistic sign and written communication skills. The emphasis of the factor is on the purpose to which the interpersonal and communication skills are put (for example, training, promoting, obtaining information from others, interviewing, gaining the co-operation of others, team working, advising, motivating, persuading, counselling, conciliating, negotiating, meeting the needs of others).

The factor covers the complexity or contentiousness of the subject matter to be conveyed, and any requirements to exercise confidentiality or sensitivity. It takes into account the nature, diversity, cultural background and size of the intended audiences. When completing the process, the following areas will be considered:

- Contact with clients/customers
- Caring or training skills
- The needs of clients/customers for whom responsible
- Training/development/motivational skills
- Handling of information
- Communication skills – written and oral

4. *Physical Skills*

This factor measures the physical skills required for the job. It covers manual and finger dexterity, hand-eye co-ordination, co-ordination of limbs, and

sensory coordination. It takes into account the purpose to which the skills are put and demands arising from the need to achieve specified standards of speed and precision. When completing the process, the following areas will be considered:

- Hand-eye co-ordination
- Manual dexterity
- Typing, driving, operating equipment
- The level of precision and speed
- Level of expertise required.

Group 2: Effort Demands

5. Initiative and Independence

This factor measures the scope allowed to the jobholder to exercise initiative and take independent actions. It takes into account the nature and level of supervision of the jobholder; the level and degree of direction and guidance provided by policies, precedents, procedures and regulations; and any requirements to organise or quality check own work. When completing the process, the following areas will be considered:

- The extent of instructions/guidance and the level of detail available
- How workloads and priorities are organised
- The levels of discretion in decision making including unexpected problems/situations
- The accessibility of colleagues and managers for consultation/advice

6. Physical Demands

This factor measures the type, amount, continuity and frequency of the physical effort required by the Job. It covers stamina as well as strength. It takes into account all forms of bodily effort, for example, that required for standing and walking, lifting and carrying, pulling and pushing. It also includes the physical demands involved in working in awkward positions, for example, bending, crouching, stretching; for sitting, standing or working in a constrained position; and for maintaining the required pace of work. When completing the process, the following areas will be considered:

- Working in awkward/constrained positions
- Lifting/carrying
- Pushing/pulling
- Standing/walking
- Rubbing/scrubbing/digging
- The time spent on each activity per day
- The level of demand this activity puts on the individual – is it considerable, high or very high?

7. Mental Demands

This factor measures the degree and frequency of the mental concentration, alertness and attention required by the job. It takes into account features that may make concentration more difficult, for example, repetitive work,

interruptions or the need to switch between varied tasks or activities; and other forms of work related pressure, for instance, arising from conflicting work demands. It also takes into account the responsiveness required of the jobholder. When completing the process, the following areas will be considered:

- The level of mental attention (both visually and by listening) required for the job, including the length and frequency
- Working under pressure and to deadlines
- Frequency of working under pressure and to deadlines
- Prioritization and organisation of work, especially conflicting work-related demands
- Interruptions which make attention or concentration difficult.

8. *Emotional Demands*

This factor measures the nature and frequency of the emotional demands on the jobholder arising from contact with people the council provides a service to. This factor does not include contact with colleagues and other members of staff.

Emotional demands occur when the people with whom the job holder has contact cause the employee to feel distressed. For example whether customers are angry, difficult, upset or unwell; or whether their circumstances are such as to cause stress to the jobholder, for example, if the people concerned are terminally ill, very frail, at risk of abuse, homeless or disadvantaged in some other way.

This factor does not include verbal abuse; this is covered under working conditions. When completing the process, the following areas will be considered:

- Emotional stress from the circumstances or behaviour or people
- The category of people causing stress
- The level and frequency of stress.

Group 3: Responsibility Factors

For each of the four responsibility factors, the job holder's direct responsibility for policy development and/or providing advice and guidance on the application of policy or external regulations/legislation will be assessed.

In all but a few exceptional situations, job holders will only be permitted to claim this type of responsibility under one of the four responsibility factors. It is important to identify prior to the interview the factor under which the job holder's MAIN or PRIMARY policy/advisory responsibility is most appropriately reflected and to answer the relevant questions within the factor, even if there is a secondary impact under another factor.

9. *Responsibility for People*

This factor measures the responsibility of the jobholder for the physical, mental, social, economic and environmental wellbeing of people or groups of

people for whom the council provides services (i.e. members of the public, service users and recipients, clients). This excludes other employees supervised or managed by the jobholder.

The emphasis of the factor is on the nature and extent of the direct impact on the wellbeing of individuals or groups. These responsibilities could be exercised through, for example, providing advice and guidance, implementing or enforcing regulations or developing and implementing services. When completing the process, the following areas will be considered:

- The impact of your decision making on customers
- Implementing and enforcing regulations
- Health and safety of customers

10. Responsibility for the supervision, direction and co-ordination of employees

This factor measures the direct responsibility of the jobholder for the supervision, co-ordination or management of employees, or others in an equivalent position. It includes work planning and allocation; checking and evaluating the work of others; and training, development and guidance.

It also includes responsibility for personnel functions for those for whom the jobholder has a formal supervisory responsibility, such as recruitment, discipline, appraisal; and planning, organising and long-term development of human resources.

The emphasis of the factor is on the nature of the responsibility, rather than the precise numbers of employees supervised, co-ordinated or managed. It takes into account the extent to which other employees contribute to the overall responsibility. When completing the process, the following areas will be considered:

- The supervision and management of employees
- The number of people the post holder is responsible for
- work planning and organisation
- checking and evaluating work
- training, development and guidance.

11. Responsibility for Financial Resources

This factor measures the direct responsibility of the jobholder for financial resources, including cash, vouchers, cheques, debits and credits, invoices, budgets and income. It takes into account the nature of the responsibility, for example, correctness and accuracy; safekeeping, confidentiality and security; deployment and degree of direct control; budgetary and business planning responsibilities; planning, organising and long term development of the financial resources. It also takes into account the degree to which other employees contribute to the overall responsibility and the value of the financial resources. When completing the process, the following areas will be considered:

- Personal and shared responsibility for income generation or expenditure budgets
- Setting or monitoring targets or budgets and their value
- Accounting for or handling expenditure or money

12. Responsibility for Physical Resources

This factor measures the direct responsibility of the jobholder for physical resources, including manual or computerised information; data and records; office and other equipment; tools and instruments; vehicles; plant and machinery; land, construction works, buildings and fittings and fixtures; personal possessions; and goods, produce stocks and supplies.

It takes into account the nature of the responsibility, for example, safekeeping, confidentiality and security; deployment and degree of direct control, maintenance and repair; ordering, purchasing and replacement authority; planning, organising and long term development of the physical resources.

It also takes into account the degree to which other employees contribute to the overall responsibility, the frequency with which the responsibility is exercised and the value of the physical resources. When completing the process, the following areas will be considered:

Information systems

- regular development or procurement of information systems
- Production or processing of manual or computer information
- The frequency and level of accuracy, care, confidentiality, security required in handling information
- responsibility for planning and implementing procurement of large scale systems

Equipment or tools

- personal responsibility for adaptation, design, development or procurement of equipment
- the range/value of equipment the post holder is responsible for
- responsibility for planning and implementing procurement and deployment of wide range of high value equipment

Buildings, premises, external locations

- the main nature of responsibility, eg cleaning, maintenance/repair, security, adaptation/development, design, procurement or disposal
- responsibility for planning and implementing procurement and or disposal of assets, supplies or stocks
- level of value and range of assets

Personal possessions of others

- the value of the possessions

Group 4: Environmental Demands

13. Working Conditions

This factor measures exposure to disagreeable, unpleasant, uncomfortable or hazardous working conditions arising from the environment or from work with people.

It covers the frequency, duration and nature of 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, lack of privacy or isolation, and the risk of illness or injury arising from exposure to diseases, toxic substances, machinery or work locations. It also covers abuse, aggression and risk of injury from people.

The factor measures those aspects of the working environment that are unavoidable and integral to the job. Health and safety regulations and requirements are assumed to be met but the requirement to wear protective clothing may create disagreeable or uncomfortable conditions. The emphasis of this factor is on the degree of unpleasantness or discomfort caused. This takes into account the frequency, intensity and duration of exposure to particular conditions; and the additional effect of variations or combinations of conditions. When completing the process, the following areas will be considered:

- Whether you need to work outdoors
- The percentage of time spent working outdoors of the working day or shift
- Exposure to weather
- Protective clothing required
- Level and frequency of exposure to verbal abuse, aggression or anti-social behaviour.