

FACTORS

Factor	%Points
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JOB REQUIREMENTS

Supervision/Management of People	10.5
Creativity and Innovation	10.5
Contacts and Relationships	15.4
Decisions	16.8
Discretion	10.5
Consequences	6.3
Resources	5.3

WORK ENVIRONMENT

Work Demands	4.2
Physical Demands	2.5
Working Conditions	2.5
Work Context	3.3

KNOWLEDGE & SKILLS 28.9

SUPERVISION/MANAGEMENT OF PEOPLE

Introduction and Objectives

This factor measures the degree of responsibility for the supervision/management of employees and others for whose work the post can be considered directly accountable and in particular the qualitative aspects of supervision/management of staff.

To score Levels 3 and above the post will have full permanent accountability on all elements of supervision/management including: accountability for quality and quantity of work; the extent to which a range of activities requires co-ordination and the complexity of such activities; discipline; welfare; training and development. An exception to this is the application of this factor to Contract/Non-direct staff; see (iii) below.

The assessment of posts must not reflect the particular supervisory/management style of an individual postholder, nor problems which arise from personality difficulties with or among subordinates.

In the context of this factor "a group of employees" must consist of more than one person.

Aspects of Supervision/Management

i) Dispersal of staff

Consideration should be given in all cases to whether full accountability exists, the inherent difficulties to the work being supervised/managed, and the level of difficulty of supervision/management. In particular, where supervision/management is made more difficult because of the wide physical dispersal or mobility of staff, an additional 6 points shall be added to the factor; these additional points can only be applied up to and including Level 5.

ii) Deputising

A post with a deputising role would not automatically be assumed to have full supervisory/managerial responsibility for posts which it supervises/manages only as a deputy.

iii) Contract/Non-direct Staff

Where the duties and responsibilities of a post require aspects of supervision/management of voluntary workers or contractors' staff, including the regular monitoring and issuing of directions and instructions, an award may be considered under this factor. Such an award would be at least one factor level less than would be awarded for the full supervisory/managerial responsibility of direct staff.

iv) Flexible or variable working arrangements

The determination of the number of staff supervised/managed shall be on the basis of the actual numbers of staff employed. Part-time, job share and full-time staff should be treated equally on this basis. Recurring supervision/management of temporary staff or seasonal variations should be averaged on an annual basis.

Factor Levels

1. Little or no supervisory responsibility other than assisting in work familiarisation of peers and new recruits.
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.
3. Direct supervision of at least one employee carrying out tasks in one identifiable area of work or, for example, work of a project nature.
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.
5. Management of more than one group of employees carrying out diverse tasks in the same general type of work.
6. Planning, co-ordination and management of groups of employees carrying out work across a wide range of different activities.
7. Planning, co-ordination and management of groups of employees carrying out work across a range of major functions.

CREATIVITY AND INNOVATION

Introduction and Objectives

This factor considers the extent to which the work requires innovative and imaginative responses to issues and in the resolution of problems.

It assesses the details, implications, variety, and complexity of problems, the recognition and interpretation of evidence, consideration of alternatives and development of solutions.

All public sector work is to a greater or lesser extent carried out with regard to the broad policy objectives of the organisation concerned. The purpose of this factor is to measure the degree of creativity required to ensure the satisfactory completion of the individual function, task, etc.

The fullest range of potentially creative work should be taken into account. This can be exercised in a number of ways including, for example: caring and counselling; design and application of information technology systems and programmes; creation and planning of menus; repair and maintenance of hard and soft landscapes, buildings, plant and machinery; cleanliness and well-being of the environment; preparation of specifications and tenders; preparation of plans and drawings; development and implementation of policy, practice and procedures; and in the use of the written and spoken word.

Account should not be given under this factor to any decision-making element which may be involved in the exercise of creativity. This is more appropriately measured under the Decisions factor.

Factor Levels

1. Work with very limited opportunity for creative or innovatory thinking.
2. Work largely regulated by laid down procedures, but needing occasional creative skills to deal with routine problems.
3. Creativity is a feature of the job but exercised within the general framework of recognised procedures.
4. Creativity and innovation are essential to the job and need to be regularly exercised within general guidelines.
5. Work which requires a range of imaginative solutions or responses and involves application of fresh and innovatory thinking.
6. Work which requires creative and innovative input in a number of diverse subjects and range of expertise where the opportunity and need for imaginative thinking is not limited by defined policies.
7. Work carried out in new and challenging situations frequently involving innovatory response on diverse subjects which have extensive policy or service implications.

CONTACTS AND RELATIONSHIPS

Introduction and Objectives

This factor measures the degree of personal contact and appraises the nature of the relationships with other people which are required to be maintained by the postholder in the course of the job.

Relationships may involve dealing with the physical, mental, social, financial and environmental well being of clients.

Contacts must play a significant part in the duties of the job and be frequently made. The regular contact requirements are the level which should be assessed. Rare exceptional levels of contact will not normally be assessed unless they can be shown to be a significant role of the job.

The purpose, content, potential outcome and conflict/stress of a contact are more important factors than the status of the person or organisation with whom the contact is made. Where employees undertake contacts in well-recognised, defined terms of reference, this must be borne in mind in making the assessment. Cognisance should be given under this factor to employees regularly dealing with situations of rudeness and abuse in the course of their work.

Contacts may involve customer/client services; caring; assessing; supporting; evaluating; advising; fact-finding; interviewing; developing, motivating, influencing, persuading, negotiating, providing or obtaining information. These activities may be present at all levels in this factor.

Account should not be given under this factor to any decision-making element which may be involved in contacts. This is more appropriately measured under the Decisions factor.

Factor Levels

1. Routine or incidental contacts involving exchange of information on non-contentious matters.
2. Contacts on well established matters providing readily available information or assistance, or occasionally dealing with issues where the outcome may not be straightforward.
3. Issues generally not contentious, but where the outcome may not be straight-forward. 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.
4. Situations where the content and outcome are not straightforward or well established and could involve more detailed assessment, planning, evaluation, care and assistance. Some authority in the provision of services is required.
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 material effect, including care, on the person, service or organisation contacted.
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 significant implications, including care, for the contact or the service.
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.
8. Advising the Council on high level complex matters with major implications for the contact/s or organisation contacted, or which require a 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.

DECISIONS

Introduction and Objectives

This factor considers both the requirement to make decisions or recommendations as a regular feature of the work and the consequences of those decisions or recommendations. The degree of supervision over the postholder will also need to be considered.

The Discretion Sub-Factor will assess the need to make choices, the accountability for the outcome, the constraints upon decisions and the availability of guidelines, advice, precedents, regulations and procedures which will determine the extent of discretion.

The Consequences Sub-Factor will assess the nature of the consequences or outcome of the decisions which will be considered in terms of the effect upon people, property, finance, budgets, policies, objectives, targets, etc. both inside and outside the department or the authority.

In assessing the elements of decision-making in a job the aspects relating to the discretion and the consequences should be clearly identified and assessed separately under the respective sub-factors.

Direct decisions are those where action is taken without reference to a higher authority. Recommendations are treated as decisions where action is recommended to a higher authority within the organisation or to another department which is accountable for making the direct decisions. Normally recommendations carry less accountability than direct decisions. Where the job requires a regular involvement with working parties or other similar groups making collective decisions, it is necessary to identify the actual role played by the post.

It must be stressed that the decisions or recommendations must be part of the regular pattern of the work of the post.

Factor Levels

Discretion

1. Post requires little freedom to act, work is carried out within clearly defined rules or procedures and advice is available if required.
2. Work is carried out within clearly defined rules and procedures involving decisions chosen from a range of established alternatives.
3. Work is carried out within programmes and objectives where there is a wide range of choices and where advice is not normally available and/or decisions where policy, procedures and working standards provide only general guidelines.
4. Decisions which lead to the setting of working standards in the provision of operational services and/or decisions leading to changes in important procedures or service practice.
5. Posts which have a major responsibility for monitoring and evaluating important policy, service practice and provision affecting a whole service, for making recommendations for change and for managing their implementation.
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.

Consequences

1. Decisions which have a limited and short-term effect on employees beyond immediate colleagues or on the public. Effects of decisions would be quickly known and readily amended if necessary.
2. Decisions which have a material effect on the internal operations of the post's own or other departments or on the individual or on the provision of service to the public.
3. Decisions which have significant implications for the service or significant effects on employees or other individuals or other organisations.
4. Decisions which have a major impact on service provision, the public or other organisations.
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.

RESOURCES

Introduction and Objectives

This factor assesses personal and identifiable accountability for physical and financial resources including those of clients. Account should be taken where the responsibility is less than continuous or complete.

This accountability will involve the handling and the security, safekeeping, proper use, and/or repair and maintenance of the resources. It will also include less than advanced tasks arising out of the substantial use and manipulation of information technology and equipment.

The factor covers the extent of responsibility for the proper handling, care, security and maintenance of equipment, plant, buildings, and materials, which will include data and record systems whether manual or electronic. It also measures the direct accountability for the security and safekeeping of cash, cheques and other securities.

These responsibilities include the physical and financial resources of clients as well as those of the employer.

Factor Levels

1. Little or no responsibility for physical or financial resources.
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.
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.
4. Responsible for the proper use and safekeeping of larger vehicles and larger items of plant and machinery or of high value stocks and supplies or for the accurate handling and security of large sums of cash and cheques or other financial resources.
5. Responsible for the proper use and safekeeping of major physical resources or other financial resources.

WORK ENVIRONMENT

Introduction and Objectives

This factor considers four elements characterising the environment within which the work is carried out; work demands, physical demands, working conditions and work context. The elements are to be assessed separately.

There is always the assumption that the Council's procedures and safe working practices under health and safety legislation have been strictly adhered to.

Work Demands This element considers the impact of deadlines, the frequency and suddenness of demands for changes between work, communication problems, and the resolution of conflicting resource needs and priorities on the work of the post holder

Physical Demands This element considers the amount and continuity of physical effort required. For example bending, crouching, keyboarding, lifting, lowering, pressing, pulling, pushing, rolling, standing, stretching, walking, working in constrained positions. It also covers manual dexterity where the speed and accuracy or consistently high use of IT equipment is a valid requirement of the job.

Working Conditions This element considers the exposure to disagreeable or unpleasant working conditions present in the physical environment. The frequency of the exposure and its nature need to be evaluated. This would include for example, dirt, dust, lighting, inclement weather, noise, ventilation, vibration and disagreeable and unpleasant working conditions associated with caring responsibilities. Consideration must also be given to the possibility that the job holder may be unable to take shelter without prejudicing operational needs.

Work Context This element considers the potential risk to health and general well being of illness and injury, emotional as well as physical inherent in the job, including abuse, aggression and risk of injury from the public.

It is assumed that boroughs have ensured that appropriate assessments of risk have been undertaken and hazardous conditions avoided or reduced as far as practicable.

Factor Levels

Work Demands

1. Work where tasks are interchanged but the programme of tasks is not normally interrupted.
2. Work subject to interruption to the programme of tasks but not involving any significant change to the programme.
3. Work subject to deadlines involving changing problems, circumstances or demand.
4. Work subject to deadlines involving frequently changing circumstances and conflicting priorities.
5. Work subject to constant change and the management of conflicting priorities and deadlines.

Physical Demands

1. Work requiring normal physical effort.
2. Work requiring normal physical effort with periods of substantial effort; or normal physical effort occasionally in awkward postures; or prolonged effort in a constrained position involving considerable manual dexterity.
3. Work requiring substantial physical effort with short periods of intense physical effort; or normal physical effort regularly in awkward postures.
4. Work regularly requiring intense physical effort; or lengthy periods of substantial physical effort in awkward postures.

Working Conditions

1. Work normally performed in a heated, lit and ventilated indoor environment; may be exposed to occasional noise or outside conditions.
2. Work includes significant elements of inside or outside work involving some exposure to moderate noise, heat, cold, disagreeable or difficult surroundings/conditions.
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.
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.

Work Context

1. Work involves minimal risk to personal safety of injury, illness or health problems arising from the environment or the public/clients.
2. Work potentially involves some risk to personal safety of injury, illness or health problems arising from the environment or the public/clients.
3. Work potentially involves moderate risk to personal safety of injury, illness or health problems arising from the environment or the public/clients.
4. Work potentially involves a substantial risk to personal safety of injury, illness or health problems arising from the environment or the public/clients.

KNOWLEDGE & SKILLS

Introduction and Objectives

This factor measures knowledge and skills, in their broadest sense, in relation to the work or discipline required by any job covered by the Scheme, and which are necessary for the competent performance of the full duties and responsibilities of the job.

These may include technical, professional, operational or specialist disciplines as well as caring, interpersonal, literacy and linguistic skills, diplomacy, sensitivity, tact, dexterity, numeracy, knowledge of equipment and machinery, operational techniques, concepts, theories, procedures, and communications and management skills. These considerations will apply at all levels of this factor.

In the context of this factor a function is defined as a work area and a specialist discipline as a discrete body of knowledge or skills.

While the cumulative knowledge and skills of a particular job holder are not especially relevant to the evaluation of a post, it may be a useful guide in demonstrating that at every level knowledge and skills can be acquired in different ways, through formal education/training; informal education/training; socially acquired skills; practical experience within a similar job or work area; and/or practical experience in a dissimilar but relevant work area.

This factor recognises an initial, introductory level of practical understanding of the immediate work environment, systems and procedures, together with a continuing updating of the relevant level of knowledge and skills.

Factor Levels

1. Ability to undertake work consistent with a basic knowledge and skills requirement, which involves a limited range of tasks that can be carried out after initial induction.
2. Ability to undertake work consistent with a comparatively basic knowledge and skills requirement, which encompasses a range of tasks involving application of readily understood rules, procedures or techniques.
3. Ability to undertake work concerning more involved tasks confined to one function or area of activity, which requires a good standard of practical knowledge and skills in that area of activity.
4. Ability to undertake work of a variety of advanced tasks, confined to one function or area of activity, which requires detailed knowledge and skills in a specialist discipline.
5. Ability to undertake work of a range of advanced activities:

EITHER
applying to more than one function which requires detailed knowledge and skills in a specialist discipline;
OR
applying to one function which requires detailed knowledge and skills in more than one specialist discipline.
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.
7. Ability to undertake work of a more complex nature, which requires advanced/high level knowledge and skill across a range of specialist disciplines.
8. Ability to undertake work of a highly complex and diverse nature, which requires advanced/high level knowledge and skills in a range of specialist disciplines.

POINTS WEIGHTING

FACTOR	Level								
	1	2	3	4	5	6	7	8	
Supervision/Management of People			see matrix						
Creativity and Innovation	28	40	52	64	76	88	100		
Contacts & Relationships	20	38	56	74	92	110	128	146	
Decisions - Discretion	20	36	52	68	84	100			
Consequences	12	24	36	48	60				
Resources	10	20	30	40	50				
Work Environment - Work Demands	8	16	24	32	40				
Physical Demands	6	12	18	24					
Working Conditions	6	12	18	24					
Work Context	8	16	24	32					
Knowledge & Skills	48	80	112	144	176	208	240	272	

SUPERVISION/MANAGEMENT OF PEOPLE:

Number of People Supervised/ Managed

In any assessment see 'Supervision/Management of People Introduction and Objectives' for: (a) the calculation of number of staff supervised; (b) the recognition of less than full supervision/management; and (c) a possible plussage for dispersed subordinates.

The following matrix sets the limits of a reasonable relationship between the factor level and the number of people supervised/managed and should be used in assessing these factors. In assessing this factor the factor points should be calculated.

- i) on the basis of the factor level.
- ii) then apply the relevant number column in the matrix.
- iii) add any additional relevant plussages* where applicable.

FACTOR LEVEL	UP TO 5 STAFF	6-15 STAFF	16-49 STAFF	50+ STAFF
1*	16	-	-	-
2*	28	34	-	-
3*	46	52	58	-
4*	58	64	70	76
5*	64	70	76	82
6	-	82	88	94
7	-	-	94	100

* An additional six points for 'dispersal' may be awarded where applicable.