



## **JOB EVALUATION AND APPEALS PROCEDURE AND APPENDICES**

### **Revised 1 July 2013**

<b>CONTENTS:</b>	<b>PAGE</b>
<b>The Council's Job Evaluation Procedure</b>	<b>2</b>
<b>The Council's Job Evaluation Appeals Procedure Management Guidelines only with effect from 1 July 2013</b>	<b>8</b>
<b>Appendix 1            Job Evaluation Submission Form</b>	<b>14</b>
<b>Appendix 2            Job Description Template</b>	<b>15</b>
<b>Appendix 3            Guidance on drafting job descriptions Including standard paragraphs</b>	<b>23</b>
<b>Appendix 4            GLPC Job Evaluation Questionnaire</b>	<b>28</b>
<b>Appendix 5            A Guide to the GLPC Job Evaluation Scheme</b>	<b>35</b>

## **The JOB EVALUATION PROCEDURE**

### **The Council's processes for carrying out job evaluation exercises using: THE GREATER LONDON PROVINCIAL COUNCIL (GLPC) JOB EVALUATION SCHEME**

#### **1.0 Introduction**

- 1.1 The Council and its recognised trades unions have agreed to apply the Greater London Provincial Council Job Evaluation Scheme (GLPC) to all the posts that come under the scope of the National Joint Council for Local Government Services.
- 1.2 The National Agreement on Pay and Conditions of Service requires that pay and grading of jobs must be fair and non-discriminatory, complying with equal pay legislation and associated Codes of Practice. The scheme is applied across the Council to all posts with the exception of senior managers who come under the scope of the Joint Negotiating Committee for Chief Officers of Local Authorities and posts which have been fixed by the Soulbury Committee.
- 1.3 The Job Evaluation Scheme is a factor based scheme and aims to provide a systematic means of assessing the grade of each job; only the job is evaluated, not the individual doing the job. A copy of the Council's guide to the GLPC Job Evaluation Scheme is attached as Appendix 5.

#### **2.0 Principles which apply to the Operation of the Scheme**

- 2.1 The job evaluation of posts is administered by the Pay and Workforce Strategy (PWS) Team within Human Resources, in order to ensure consistency across the Council and to retain the principle of equal pay for work of equal value. Each evaluation is undertaken by two trained evaluators.
- 2.2 In advance of the job evaluation process, Management must agree to the content of all new or revised job descriptions. Normally the post holder's agreement should also be obtained wherever possible, prior to the evaluation process taking place.
- 2.3 A completed job evaluation submission form must accompany all job descriptions submitted for evaluation. (refer Appendix 1). This form should explain the reason/s for the evaluation request and indicate the effective date of the change.
- 2.4 Where a grade increase results from a change in duties, the effective date of regrading will be determined by Management. In the case of a restructuring exercise, the effective date of the new grade will be the date of implementation of the reorganisation. Any request for

backdating of a regrading should not exceed a period of 12 months, other than in exceptional cases. In all cases, authorisation for backdating must be sought from the Assistant Director Human Resources. The relevant service director must give written approval for any request submitted for backdating exceeding 12 months.

Reasons for a request for backdating could be:

- Where the delay has resulted from a change in management;
  - Where there has been a dispute between the relevant parties over the content of the job description;
  - Where extreme work pressures have delayed the submission;
- 2.5 The PWS team will, if requested, provide indicative grades based on new or revised draft job descriptions in order to assist management with the costing of proposed reorganisations.
- 2.6 The standard of job descriptions will be monitored by Human Resources staff to ensure compliance with the corporate house style. (See guidance notes on the writing of job descriptions, together with the acceptable format at Appendices 2 and 3).
- 2.7 Once all the relevant documentation has been submitted, the PWS team will undertake the evaluation of a post/s and confirm the indicative grade with management and the relevant HR Relationship Manager, before the documentation is submitted to the Bi-borough Director for Human Resources for authorisation. The postholder is then notified in writing of the outcome of the job evaluation exercise and the appropriate appeal rights. (refer para 4.3)
- 2.8 The trades unions are provided with a copy of the authorised job evaluation assessment form.
- 2.9 Posts for which the Council has adopted a standard (generic) job description in consultation with the recognised trades unions will be subject to job evaluation on a group basis.
- 2.10 Where a post is upgraded as an outcome of the job evaluation exercise, the post holder will normally move to the bottom scale point of the new grade. In situations where there is grade overlap, post holders will benefit from one incremental point.
- 2.11 Where a post is downgraded, one grade pay protection of basic salary only for 12 months will apply with no further increments.
- 2.12 There is a formal Job Evaluation Appeal Procedure available to any post holder who is dissatisfied with the outcome of the job evaluation exercise and who wishes to exercise their appeal right (see page 7).

- 2.13 Prior to any formal appeal the appellant will be asked to complete a Job Evaluation Questionnaire (refer Appendix 4) as part of a review process. In addition the evaluator may wish to undertake a Job Evaluation Interview with the post holder and also their manager in order to seek further clarification of the duties and responsibilities of the post.

### **3.0 The Job Evaluation Process**

- 3.1 The process of formal evaluation may be undertaken in one of the following ways:

- **At the request of management or the current postholder(s)**, i.e. where the duties and responsibilities of the post as required by Management have changed significantly since the previous evaluation.
- **Where there is organisational change** (this may include newly created posts). Such evaluations will be at the instigation of the relevant service director or nominated representative.
- **Review of a vacant post**, at the request of Management.

### **4.0 Requests for re-evaluation where duties have changed**

- 4.1 If the duties and responsibilities of a post have changed significantly since the post was last evaluated, the job evaluation process may be initiated by Management, or, alternatively, the post holder may raise the matter with their manager, requesting a re-evaluation of the post.
- 4.2 The line manager and the post holder then meet to discuss the proposed changes and the incorporation of such changes into the job description.
- 4.3 When the manager and the employee are satisfied that the revised job description represents an accurate reflection of the current duties and responsibilities of the post, the manager will submit the appropriate job evaluation documentation to Smart HR who will forward the request to the Pay and Workforce Strategy Team (JE Submissions mailbox) to enable the job evaluation exercise to proceed. The documentation should include the job evaluation submission form indicating the rationale for the request for job evaluation and the effective date of commencement of the new duties (Appendix 1), the new or revised job description with standard paragraphs inserted, (Appendix 2) and the structure chart,
- 4.4 The PWS Team will determine the grade of the post by application of the GLPC scheme. Normally this will be completed within a period of 10 working days from the date of receipt of the job evaluation documentation; unless it is necessary for the evaluator to meet with the manager to gain additional information or further insight regarding the

nature of the duties and responsibilities; in which case the timescale may need to be extended for a brief period. The PWS team will then notify Management and the HR Relationship Manager of the outcome of the job evaluation exercise.

- 4.5 The Bi-borough Director for Human Resources will be asked to authorise the grade(s). Once authorised, the signed grade assessment and the authorisation form will be forwarded to the Trent Team for implementation as well as to the PWS Team for recording and monitoring purposes and to the Trades Unions for information. The form is also forwarded to the HR Relationship Manager in order to undertake the following:
- Notify the line manager of the outcome of the job evaluation exercise;
  - Ensure the correct salary adjustment has been made;
  - Inform the post holder by letter of the outcome of the evaluation process and any changes in salary and conditions of service (if appropriate). The letter will also state the individual's right to appeal against the result. (See 4.7 below).
  - Place a copy of the letter on the personal file.
- 4.6. If there is an increase of more than one grade the postholder will undergo an interview in line with normal recruitment practices to ensure that s/he has the necessary skills and ability to fulfil the higher level role.
- 4.7. If the employee intends to appeal against the grading, s/he must register the appeal in writing and submit to the Bi-borough Director for Human Resources within one month from the date of the letter notifying the employee of the outcome of the job evaluation exercise. If the employee is a member of one of the Council's recognised trades unions, the relevant trade union representative may lodge the appeal on the employee's behalf (refer to attached Job Evaluation Appeals Procedure).
- 4.8 Prior to a formal Job Evaluation appeal hearing, the PWS team will undertake a preliminary review of the job evaluation grading result within one month of the date that the appeal is lodged. The post holder will be required to complete a job evaluation questionnaire which must be agreed with their manager. The questionnaire will form the basis of a job evaluation interview with the post holder. The manager will also be interviewed as part of the process.
- 4.9 The original evaluation will then be reviewed in the light of the additional information and the post holder and the manager will be notified of the outcome.

- 4.10 If the post holder is dissatisfied with the outcome of the preliminary review, the formal appeal will proceed.
- 4.11 The PWS team will keep Management and the HR Relationship Manager informed of developments regarding the job evaluation appeal process.

## **5.0 Evaluations resulting from Organisational Change**

- 5.1 The job evaluation process is integral to the Council's Managing Organisational Change Procedure and must be fully adhered to in all cases.
- 5.2 The PWS Team will provide indicative grades to management on draft job descriptions if requested to do so, to assist with the potential costing of the organisational change process and to enable management to properly prepare relevant documentation for presentation to the Adjudication Panel.
- 5.3 When a service director or nominated representative decides to reorganise a Council service (or part of a service), s/he must gain approval from the Council's Adjudicating Panel and then pass the proposed job descriptions to the trades unions for consultation, together with a copy of the report detailing the background to the reorganisation proposals. The HR Relationship Manager, or a delegated member of the HR Casework team will support this process. No job evaluation requests under 4.0 above will be accepted during the consultation process.
- 5.4 Any agreed amendments arising from the consultation process will be incorporated into the job descriptions, which, together with the completed submission forms, the report containing the reorganisation proposals and the proposed structure chart should be sent to the PWS Team in line with the process outlined in paragraph 4.3. The submission forms and the report should indicate clearly the effective date of the reorganisation.
- 5.5 The formal job evaluation process will be completed by the PWS team in line with the process set out in paragraphs 4.3, 4.4 and 4.5.
- 5.6 The letters to individuals will outline their right to a review of the job evaluated grade after they have been in post for a minimum period of six months, commencing from the effective date of the organisational change. In such situations the request for a review must be made via the relevant service director or nominated representative, within twelve months from the effective date.
- 5.7 An agreed job description normally signed by both the post holder and the relevant service director or nominated representative must form the

basis of the review process. This may involve a revision to the original job description.

- 5.8 The review by the PWS Team may involve the completion of a job evaluation questionnaire and/or interviews with both the post holder and with the manager to provide clarification on how the post has evolved since the effective date of the organisational change.
- 5.9 Following the review, the Bi-borough Director for Human Resources will be asked to authorise the reviewed grade. This could be a change in grade or no change to grade. The effective date of the evaluation will remain the original date of the organisational change.
- 5.10 The HR Relationship Manager will inform the individual of the outcome as described in paragraph 4.5 above. The letter will also indicate the right to appeal against the resulting grade under the normal appeal procedure. There will be a period of one month from the date of notification in which to register an intention to appeal.

## **6.0 Evaluation of vacant posts**

- 6.1 If a post becomes vacant and the duties have changed significantly since the last evaluation, Management may submit a revised job description for evaluation in line with the process set out in paragraph 4.3.
- 6.2 The PWS Team will evaluate the job description and the Job Evaluation assessment sheet will be authorised by the Bi-borough Director for Human Resources in line with the process set out in paragraphs 4.4 and 4.5.
- 6.3 A copy of the signed authorisation form for each post will be sent to the Trent Team for implementation, to the Pay and Conditions Team, to the PWS Team for recording and monitoring purposes to the Trades Union for information and to the HR Relationship Manager to undertake the implementation processes as outlined in paragraph 4.5
- 6.4 Recruitment to the post can follow the formal evaluation subject to normal procedures.
- 6.5 The appointed post holder will not have appeal rights against the evaluated grade; however the individual's rights remain under 4.0 above.



## **JOB EVALUATION APPEALS PROCEDURE Management Guidelines only – 1 July 2013**

### **1. PURPOSE**

1.1 This procedure outlines the process for appealing against an evaluated grade with effect from 1<sup>st</sup> July 2013. The Joint Job Evaluation Appeals Panel is appointed to determine appeals by employees of the Council against the grading of their post arising from the application of the Greater London Provincial Council (GLPC) Job Evaluation Scheme.

### **2. OBJECTIVES**

The aim of the appeals procedure is to:

- provide an objective and transparent process for Council employees whose jobs have been evaluated, to exercise their right of appeal;
- define the criteria that employees may use as grounds for appeal;
- provide the employee, his/her representative and his/her manager the opportunity to state their views on the reasons for the appeal; and
- ensure a thorough process, but also one which is not overly time-consuming or costly in terms of officer and trade union time and be capable of returning a decision within a reasonable time period.

### **3. GROUNDS FOR APPEAL AND REGISTRATION**

3.1 This agreement covers NJC employees. They are entitled to have relevant, current and where possible, an agreed job description and to know the grade of their post.



- 3.2 Employees are entitled to appeal against the results of their job evaluation if they can demonstrate that the job evaluation scheme has not been appropriately applied. Employees must register their intention to appeal against the grading of their post in writing with their Trades Union representative who will submit this to the Bi-borough for Director Human Resources within one month from the date of the letter notifying the outcome of the job evaluation exercise. Non-union members will submit their appeal directly to the Bi-borough Director for Human Resources. In exceptional circumstances this time limit may be extended by the Bi-borough Director for Human Resources following consultation with the joint advisors to the Job Evaluation Appeals Panel.
- 3.3 In submitting an appeal the employee must set out the grounds for the appeal i.e. their argument and evidence of incorrect application of the scheme and identify which factors they are appealing against and set out their reasons.
- 3.4 Appeal registration must indicate which factors are being challenged. Usually no more than four factors should be contested. In exceptional circumstances this number may be exceeded.
- 3.5 The Bi-borough Director for Human Resources will nominate a member of the Pay and Workforce Strategy (PWS) Team, trained in the GLPC scheme, to explain factors to non-union members.

#### **4. PRE - APPEAL STAGE**

- 4.1 The objective of the pre-appeal stage is to reduce the number of appeals that will need to go to a full Job Evaluation Appeals Panel.
- 4.2 Prior to a full Job Evaluation appeal process, the PWS team will undertake a preliminary review of the job evaluation grading result within one month of the date the appeal is lodged. The post holder will be required to complete a job evaluation questionnaire which must be agreed with their manager. The questionnaire will form the basis of a job evaluation interview with the post holder. The manager will also be interviewed as part of the process.
- 4.3 The original evaluation will then be reviewed in the light of the additional information and the post holder will be notified of the result.
- 4.4 The outcome of this will be discussed with the appropriate Trades Union representative as appropriate. Regardless of whether there is a change to grade or not, the individual retains the right to a full appeal hearing if they disagree with the outcome

## **5 PREPARATION FOR THE APPEAL HEARING**

- 5.1 If the employee wishes to proceed with the appeal following the outcome of the review, s/he must confirm this in writing to the Bi-borough Director for Human Resources immediately and both sides will have a further three months to submit case statements addressing the contested factors.
- 5.2 If no formal case statement is received from the appellant within three months from the date of registration, the appeal shall be submitted to the joint advisors with a view to its removal from the register.
- 5.3 If no formal case statement is received from the PWS Team within three months from the date of registration, (and subject to the appellant's case statement being received within this period), it shall be taken as confirmed that management does not wish to oppose the appeal.
- 5.4 The power to strike a case from the register in either event shall lie with the joint advisors.
- 5.5 The Joint Job Evaluation Appeals Panel will be convened as soon as reasonably practicable after receipt of the case statements from both parties in respect of the appeal. Potential dates and panellists should be identified at that point for an appeal hearing within a further three months.
- 5.6 The documentation for each appeals panel will comprise:
  - The job description on which the job evaluation was based.
  - The relevant organisation chart
  - The job evaluation summary sheet
  - The appellant's case statement.
  - The PWS Team's case statement.
- 5.7 The documentation will be circulated to panel members, the appellant and the PWS Team within 4 working days of the planned panel.
- 5.8 The time limits for the completion of the above stages are provided to ensure prompt decisions in the interests of the appellant and the council.

## **6 CONSTITUTION OF THE JOINT JE APPEALS PANEL**

- 6.1 The Joint Job Evaluation Appeals Panel will comprise two Directors appointed by the Council and two Trades Union representatives (appointed by the union side). These will be selected from a pool of trained panellists and should take account of equal opportunity representational issues.
- 6.2 It is important that panel members should approach appeals on an objective basis. To avoid any conflict of interests therefore, the management and trade union panellists should not be employed by the represented department, i.e. Panel members should be employed in a different department from the appellant.
- 6.3 A Chair, drawn alternatively from each side, will be appointed by the Joint Job Evaluation Appeals Panel at each meeting. The role of the Chair is to steer the parties through the proceedings to ensure that everyone has the opportunity to present the arguments of their case, to question and gather whatever information and clarification is necessary and to ensure that proceedings are cordially conducted. The Chair will not have a casting vote.
- 6.4 A coordinator from Human Resources will be appointed to convene the panels and compile agendas. All parties will take notes at the hearing and complete a pro-forma indicating the appeal outcome.
- 6.5 Both sides may appoint an advisor to assist with deliberations but advisors will not have the power to vote.
- 6.6 All panel members and advisors must be trained fully in the GLPC job evaluation scheme and receive refresher training as required.
- 6.7 The objective of the panel will be to reach agreement on the outcome of the appeal (on a factor by factor basis) by consensus without recourse to voting. Should a vote be necessary, however, no resolution will be carried unless it is approved by a majority of the four panel members. In the event of a tie, the outcome will be registered as a “failure to agree”.
- 6.8 In the event of a failure to agree on any factor the original evaluation of that factor stands.

## **7 OPERATIONAL PROCEDURE FOR PANEL HEARINGS**

- 7.1 The presentations should be confined to the factors being challenged. Reference must not be made to personalities or performance/ability, comparison with other posts (internal or external), events or job responsibilities outside of the period covered by the evaluation.

- 7.2 The Chair will open the meeting, including brief introductions of all parties present.
- 7.3 The appellant and/or his/her representative will present their case and may present elaboration of the written submission on a factor by factor basis. Witnesses may be called by the appellant.
- 7.4 The job evaluator may question the appellant and/or his/her representative.
- 7.5 The job evaluator will then present their case and may call any witnesses, e.g. the service manager.
- 7.6 The appellant and/or his/her representative may question the job evaluator and/or witnesses.
- 7.7 Members of the panel may question the appellant and/or his/her representative, the job evaluator and any witnesses.
- 7.8 The Chair will then invite the job evaluator followed by the appellant and/or his/her representative to make final statements to the panel without introducing any new material.
- 7.9 Both parties will be asked to leave and the panel will reach its decision which will be normally but not strictly, on the same day. Where the panel requires further information of one party, both parties will be called back.
- 7.10 The panel will complete the appeal outcome pro-forma prior to notification of the result.

## **8 NOTIFICATION OF DECISION**

- 8.1 If appropriate, one or both parties may wish to wait to be informed orally of the panel's decision and they will be called back to the meeting once a decision has been reached; but there will be no further discussion.
- 8.2 The decision of the panel will be notified also in writing to the appellant and the management by the panel coordinator.
- 8.3 Should the outcome result in a grade increase, the new grade will be effective from the date as stated on the original Job Evaluation Submission Form.
- 8.4 Should there be no change to factors, or a "failure to agree" by the panel, the original grade will stand.
- 8.5 Likewise, should there be a change to some of the challenged factors, but no change in grade, the original grade will stand.

**9            A GUIDE TO THE GREATER LONDON PROVINCIAL JOB EVALUATION SCHEME**

- 9.1        A copy of a Guide to the GLPC Job Evaluation Scheme is attached at Appendix 5

**10        MONITORING AND REVIEW**

- 10.1      The Council will consistently monitor the application of the Job Evaluation Procedure and the Job Evaluation Appeals Procedure in order to regularly evaluate its effectiveness. The procedure will be reviewed, updated and amended as necessary. Employees and the recognised trades unions will be consulted on any proposed changes to the procedure.

**JOB EVALUATION SUBMISSION FORM****APPENDIX 1**

(This form is to accompany all Job Descriptions)

<b>Department:</b>	<b>Section:</b>		
<b>Post Title:</b>	<b>No. of posts:</b>		
<b>Position Nos. (Essential)</b>	<b>Continued (if necessary):</b>		
<b>Is this job description being submitted because of:</b> <b>(1) a change in duties or</b> <b>(2) relates to organisational change or</b> <b>(3) a review of a vacant post</b>	<b><u>(1)</u></b>	<b><u>(2)</u></b>	<b><u>(3)</u></b>
<b><u>1a.</u> If it is a change of duties, what is the rationale for this change?</b>          <b><u>1b.</u> What is the current grade?</b>			
<b><u>2.</u> If this relates to organisational change, please attach structure chart, reorganisation proposals and completed delegated authority form.</b>			
<b><u>3.</u> As for (2), if appropriate please attach completed delegated authority form and structure chart.</b>			
<b><u>For 1, 2 and 3.</u> What is the effective date of the change?</b>			
<b>Manager:</b>		<b>Ext.</b>	<b>Date:</b>
<b>Contact Name &amp; Ext. (if different from above):</b>			

### **JOB DESCRIPTION**

---

<b>Job Title</b>	
<b>Position Number(s)</b>	
<b>Department</b>	
<b>Section or Service</b>	

### **DESIGNATION:**

<b>Responsible to:</b>	
<b>Employees directly supervised (if applicable):</b>	
<b>Family Tree:</b>	
<p><i>Indicate by means of a diagram the position of job within the organisation or attach an organisation chart.</i></p>	

### **1. JOB PURPOSE:**

---

## 2. DESCRIPTION OF DUTIES:

---

List key personal duties in order of importance.

- 
- 

N.B. JDs must include the following standard paragraphs appropriate to the level of the post, i.e. whether an officer or manager. Only choose one option.

### **Civil and Other Emergencies**

#### **Managers**

To support the Council's role in planning for and responding to civil and council emergencies using skills/expertise of the post holder and in accordance with council emergency procedures. To provide emergency contact details for the purposes of emergency and service continuity plans.

To ensure service continuity plans are in place for all the business units you manage that will enable them to deliver essential services following a business disruption and, where requested, ensure your service is prepared to respond to the needs of the community following an emergency.

#### **Officers**

To support the Council's role in planning for and responding to civil and council emergencies using skills/expertise of the post holder, and in accordance with council emergency procedures. To provide emergency contact details for the purposes of emergency and service continuity plans.

#### **I.T.**

To use the Council's office-based and mobile IT services for the input, access and transmission of information using the appropriate level of information security and classification through the use of electronic mail, diaries, word-processing, spreadsheets and databases as well as any specific job-related applications as required to carry out the duties of the post.

### **Information Management**

#### **Managers**

To ensure the Council's data quality and information rights compliance by managing the administration of information, application systems, technology and staff so that the business unit complies with the Council's Information Management related policies.



To ensure adequate guidance is available to business unit staff through the production and maintenance of documented procedures and processes supported by relevant training.

During audits, to be able to demonstrate compliance with policies by the production of satisfactory supporting evidence.

### **Officers**

To comply with information rights legislation and the Council's data quality standards by applying information management related policies.

To report instances of non-compliance, errors, omissions or inadequacies in procedures to the business unit manager.

### **Equal Opportunities**

To know and adhere to the Council's equal opportunities policy and equalities legislation and implement in relation to job responsibilities in employment and service delivery.

### **Health and Safety**

#### **Managers**

To be fully familiar with the Council's Safety Policy and Codes of Practice and guidance relating to their area of work and ensure that all duties and responsibilities are discharged in accordance with them.

To take reasonable care for his/her own health and safety and any other person(s) who may be affected by his/her acts or omissions at work in accordance with Health and Safety legislation.

To co-operate with the Council in so far as it is necessary to enable it to comply with its duties under relevant Health and Safety legislation.

To be responsible for, under the direction of the Director, the risk assessment of officers' health and safety within their service area whilst at work and any other person's health and safety who may be affected by this undertaking for the purpose of identifying the measures they need to take to comply with the requirements and prohibitions imposed upon him/her by or under the relevant statutory provisions, regulations, approved code of practice and guidance.

#### **Officers**

To take reasonable care for his/her own health and safety and any other person(s) who may be affected by his/her acts or omissions at work, in accordance with the Health & Safety legislation.

To co-operate with the Council insofar as is necessary to enable it to comply with its duties under relevant health and safety legislation.

**Smartworking**

Work under the Council's smartworking policy and timesheet to assist in providing value for money to clients.

**Safeguarding of Children, Young People and Adults (for all front line staff in Children's Services and Adult Social Care)**

To be aware of and work in accordance with the Council's child and adult protection policies and procedures in order to safeguard and promote the welfare of children and adults and to raise any concerns relating to such procedures which may be noted during the course of duty.

**For further information on whether a Standard or Enhanced Disclosure check is required, managers should refer to Disclosure and Barring Scheme information on the HR policies and procedures section of the SmartHR intranet site.**

Continue on separate sheet if necessary.

---

**I agree to the above job description**

**Post Holder.....**

**Date.....**

**Director / Chief**

**Officer.....Date.....**

---

## SELECTION CRITERIA/PERSON SPECIFICATION

<b>Job Title:</b>	
-------------------	--

### Conditions to Note :

#### Candidates:

When completing your application form, please address your answers directly to each of the selection criteria below. This enables the panel to assess your ability to meet each criterion. It's essential that you give at least one example of your ability to meet each of the 5 Values and Behaviours: Responsive, Innovative, Collaborative, Enterprising and Serving our Public.

#### Recruiting Managers:

The following values and behaviours are essential criteria in each post and must be addressed directly by candidates. The Guidance Notes on values and behaviours for managers give example questions to probe candidates in the interview and application stages of the recruitment process.

#### Values & Behaviours

The London Borough of Hammersmith and Fulham has identified 5 key behaviours and values which should be demonstrated by all council employees. Successful candidates will show the ability to meet these behaviours. Candidates applying for managerial/leadership roles should also demonstrate two additional leadership behaviours.

<b>A</b>	<b>Equal Opportunities</b> Demonstrate an understanding of and commitment to Council policies in relation to Equal Opportunity, Customer Care and service delivery, and the ability to implement these policies in the workplace.
<b>B</b>	<b>Qualifications:</b>  <b>Essential:</b> <ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul> <b>Desirable:</b> <ul style="list-style-type: none"> <li>•</li> </ul>

C	<b>Knowledge &amp; Experience:</b> <ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>
<b>Our Values &amp; Behaviours</b>	
D	<div data-bbox="371 450 703 533">▶ <b>Responsive</b></div> <p data-bbox="724 472 1374 577"><b>We have a ‘can do’ attitude and respond to the needs of others quickly, positively and appropriately:</b></p> <ul style="list-style-type: none"> <li>• I listen, acknowledge what is needed and respond promptly and appropriately</li> <li>• My actions and decisions are informed, balanced, reasonable, transparent and well explained</li> <li>• I take responsibility for my actions and enable others to take action or make decisions too</li> <li>• I anticipate and plan to meet future needs</li> <li>• I seek regular customer feedback on how my service is received and make improvement where is needed</li> </ul>
E	<div data-bbox="371 1032 703 1115">▶ <b>Innovative</b></div> <p data-bbox="724 1003 1358 1070"><b>We embrace change and constantly seek ways to improve the way we work:</b></p> <ul style="list-style-type: none"> <li>• I look for better ways of delivering my service to add value for my customers and the taxpayer</li> <li>• I am open to new ideas and encourage a creative environment where these can emerge</li> <li>• I make things simple and easy-to-access for my customers/residents</li> <li>• I embrace change and build on new opportunities that emerge</li> <li>• I act as a role model exploring all sectors and adopting best practice to deliver my service</li> </ul>
F	<div data-bbox="371 1529 703 1612">▶ <b>Collaborative</b></div> <p data-bbox="724 1529 1406 1597"><b>We work well together to achieve a common goal:</b></p> <ul style="list-style-type: none"> <li>• I am sensitive to the needs and preferences of others, respect them and adapt my behaviour as appropriate</li> <li>• I share knowledge and am open to learning from others</li> <li>• I am open to constructive challenge from others and seek and act on feedback</li> <li>• I invest time in building and maintaining my relationships with internal and external partners</li> <li>• I recognise and show that I value the contribution of others</li> </ul>

G	<div data-bbox="368 264 707 349">▶ <b>Enterprising</b></div> <p><b>We are resourceful and seek the best deal when looking for ways to improve value for money:</b></p> <ul style="list-style-type: none"> <li>• I deliver high quality services in spite of diminishing resources and do not overspend</li> <li>• I seek ways to reduce cost and work with others to get better value for our taxpayers</li> <li>• I have a commercial outlook and look for ways to generate income</li> <li>• I focus on delivering results and outcomes</li> <li>• I challenge existing practice to ensure continuous improvement and support new ways of working</li> </ul>
H	<div data-bbox="368 741 727 844">▶ <b>Serving our Public</b></div> <p><b>We put the public at the heart of everything we do, lead by example and take pride in serving our public well:</b></p> <ul style="list-style-type: none"> <li>• I set high standards for myself and ensure that</li> <li>• I deliver the best possible service that reflects diverse needs</li> <li>• I put citizens at the heart of everything I do</li> <li>• I enable others to make informed decisions by providing clear and concise information</li> <li>• I am aware of my role within the local authority and deliver services in order to balance competing needs</li> <li>• I treat others with courtesy, fairness and transparency when delivering public services</li> </ul>
<b>Management Roles (DELETE AS APPROPRIATE)</b>	
I	<div data-bbox="368 1364 1002 1442">▶ <b>People and service management</b></div> <p><b>I manage my service, know my budgets and what is going on:</b></p> <ul style="list-style-type: none"> <li>• I encourage my team to improve the service and find opportunities to collaborate with others to maximise performance</li> <li>• I set and monitor stretching targets, whilst supporting people to deliver</li> <li>• I anticipate Members' needs and respond to their feedback</li> <li>• I take prompt and fair action to rectify poor performance</li> <li>• I plan, monitor and adapt my budget to respond to changing priorities</li> </ul>

J	<div data-bbox="371 203 979 275">▶ Leadership and engagement</div> <div data-bbox="1002 230 1342 302">I lead high performing teams by engaging</div> <p data-bbox="371 306 553 342">employees:</p> <ul data-bbox="472 383 1404 714" style="list-style-type: none"> <li>• I develop and communicate a clear vision and direction for my service</li> <li>• I help staff engage with and understand reasons for change</li> <li>• I coach and build the capacity of my team</li> <li>• I invest time meeting and communicating with my staff, including through one to ones, team meetings and performance appraisals</li> <li>• I make time to understand people's strengths and what motivates them</li> </ul>
---	--

### **GUIDANCE NOTE ON DRAFTING JOB DESCRIPTIONS INCLUDING STANDARD PARAGRAPHS**

The purpose of this guidance note is to promote consistency of approach and the benefits of a common format or style throughout the organisation. It also draws attention to the general objectives and requirements of job descriptions.

#### **1.0 The main features of a job description**

- 1.1 A job description should be clear, precise, concise and uncomplicated.
- 1.2 It should follow a consistent style and format
- 1.3 It should focus on the significant or key features of the job
- 1.4 It is not necessary to list every job activity that might possibly occur in the job.
- 1.5 It is important to identify the range of work involved and to ensure that no activity is omitted which would illustrate the full scope of the post.

#### **2.0 Content**

- 2.1 Each job description should contain:
  - the job designation
  - department/section
  - position number (if known)
  - who and what responsible to/for (people/resources/functional and line responsibilities)
  - a structure chart

#### **3.0 Job Purpose**

- 3.1 This paragraph should provide sufficient information to give an understanding of the nature and purpose of the job and its position within the organisation.
- 3.2 Three or four lines are sufficient. The purpose should briefly identify:
  - the scope and objectives of the post
  - the nature of the job
  - the service provided, and to whom
  - management or line supervision of any area of work
  - any deputising role and
  - location of the post

## **4.0 Description of duties**

- 4.1 To complete the duties and responsibilities section of the job description, a structured approach should be devised. For example it may be useful to identify what the post holder will spend most time doing and list the area that consumes the greatest amount of time, putting that first and ranking other work areas accordingly.
- 4.2 Another approach might be to list duties according to organisational importance.
- 4.3 Similarly the job may well break down into defined areas of work, in which case the duties and responsibilities can be grouped under separate headings.
- 4.4 It should not be necessary to provide details of how the activities are undertaken as these may be covered in reference to the appropriate office procedure or manual.
- 4.5 The duties should give concrete expression to:
  - the extent or limitation of the post's authority
  - of availability or access to guidance and advice and should illustrate the effects of systems or other lines of authority
  - the range of skills required within the job
  - the type of decisions/recommendations made by the post
  - the type, content and degree of creativity in the post
- 4.6 Distinguish between tasks performed by the postholder and the accountability of the post holder for others carrying out these tasks.
- 4.7 Try to avoid the use of jargon or words which an outsider would not understand. The use of standard professional or technical terms however is perfectly in order.
- 4.8 Avoid words which are open to many different interpretations such as "liaise". It is better to consider what is really meant e.g. regular interviewing or negotiation.
- 4.9 It is important not only to describe activities but also to link these with what the job is there to achieve.
- 4.10 The Greater London Provincial Council (GLPC) job evaluation scheme considers responsibility for Council resources, i.e. tools, vehicles, cash; buildings. Therefore try to provide an indication of this within the body of the job description.
- 4.11 Likewise, the scheme assesses the physical demands and working conditions and therefore this should be reflected too, if possible.



- 4.12 The proforma is a guide to the length of the job description. If you find yourself writing too much, go back and summarise it.
- 4.13 Review the description and consider if anything can be omitted because it is obvious. For example "Keep up-to-date with changes technology/legislation in this area of work" or "Monitor the sickness absence of staff directly supervised". These are aspects of a job which will be fairly obvious from the rest of the job description and will automatically be taken into account by the job evaluation scheme.
- 4.14 Ignore any activity which happens once or twice a year unless it is a significant or a long complicated task. It is not necessary to list every job activity which might possibly occur in the job.
- 4.15 As a general rule, **there should be no more than 15 – 20 items** and many jobs can be summarised in less.

## **5.0 Standard Paragraphs**

- 5.1 In addition to job-specific duties all job descriptions should contain the following statements appropriate to the level of post, i.e. whether an officer or manager under the description of duties.

## **5.2 Civil and Other Emergencies**

### **Managers**

To support the Council's role in planning for and responding to civil and council emergencies using skills/expertise of the post holder and in accordance with council emergency procedures. To provide emergency contact details for the purposes of emergency and service continuity plans.

To ensure service continuity plans are in place for all service areas you manage that will enable them to deliver essential services following a business disruption and, where requested, ensure your service is prepared to respond to the needs of the community following an emergency.

### **Officers**

To support the Council's role in planning for and responding to civil and council emergencies using skills/expertise of the post holder, and in accordance with Council emergency procedures. To provide emergency contact details for the purposes of emergency and service continuity plans.

### 5.3 **I.T.**

To use the Council's office-based and mobile IT services for the input, access and transmission of information using the appropriate level of information security and classification through the use of electronic mail, diaries, word-processing, spreadsheets and databases as well as any specific job-related applications as required to carry out the duties of the post.

### 5.4 **Information Management**

#### **Managers**

To ensure the Council's data quality and information rights compliance by managing the administration of information, application systems, technology and staff so that the business unit complies with the Council's Information Management related policies.

To ensure adequate guidance is available to business unit staff through the production and maintenance of documented procedures and processes supported by relevant training.

During audits, to be able to demonstrate compliance with policies by the production of satisfactory supporting evidence.

#### **Officers**

To comply with information rights legislation and the Council's data quality standards by applying information management related policies.

To report instances of non-compliance, errors, omissions or inadequacies in procedures to the business unit manager.

### 5.5 **Equal Opportunities**

To know and adhere to the Council's equal opportunities policy and equalities legislation and implement these in relation to job responsibilities in employment and service delivery.

### 5.6 **Health and Safety**

#### **Managers**

To be fully familiar with the Council's Safety Policy and Codes of Practice and guidance relating to their area of work and ensure that all duties and responsibilities are discharged in accordance with them.

To take reasonable care for his/her own health and safety and any other person(s) who may be affected by his/her acts or omissions at work in accordance with Health and Safety legislation.

To co-operate with the Council in so far as it is necessary to enable it to comply with its duties under relevant Health and Safety legislation.

To be responsible for, under the direction of the Director, the risk assessment of officers' health and safety within their service area whilst at work and any other person's health and safety who may be affected by this undertaking for the purpose of identifying the measures they need to take to comply with the requirements and prohibitions imposed upon him/her by or under the relevant statutory provisions, regulations, approved code of practice and guidance.

### **Officers**

To take reasonable care for his/her own health and safety and any other person(s) who may be affected by his/her acts or omissions at work, in accordance with the Health & Safety legislation.

To co-operate with the Council insofar as is necessary to enable it to comply with its duties under relevant health and safety legislation.

#### **5.7 Smartworking**

Work under the Council's smartworking policy and timesheet to assist in providing value for money to clients.

#### **5.8 Safeguarding of Children, Young People and Adults (for all front line staff in Children's Services and Adult Social Care)**

To be aware of and work in accordance with the Council's child and adult protection policies and procedures in order to safeguard and promote the welfare of children and adults and to raise any concerns relating to such procedures which may be noted during the course of duty.

**For further information on whether a Standard or Enhanced Disclosure check is required, managers should refer to Disclosure and Barring Scheme information on the HR policies and procedures section of the SmartHR intranet site.**

#### **5.9 Help and advice**

Advice on the construction of job descriptions and approach to be taken can be sought from the Pay and Workforce Strategy Team, (PWS) in Human Resources.

## **GLPC Job Evaluation Scheme**

### **Job Evaluation Questionnaire**

The purpose of this questionnaire is to record the key information and the job content to help in the evaluation of the post. The information is confidential and should relate to the post not the person who at present holds it. Please also attach, if available, an up to date job description and organisational chart.

This form should be completed by the post holder, ideally involving their trade union representative, and signed by the line manager.

Name:

Job Title:

Grade:

Department:

Section:

Post No:

Responsible to:

Main Purpose/Reason for the Job -In one or two sentences describe the overall purpose of the job.

Main Responsibilities, Duties & Tasks - List main job areas showing average proportion of the time spent on each. (Unlikely to be more than six or so).

Please list your main duties	Please identify how often each occur Daily, weekly, monthly, quarterly or annually
1.	
2.	
3.	
4.	
5.	
6.	

Other	

Supervision & Management of People - Do you supervise or manage other employees. If so how many? Is this supervision shared with anyone else?

I directly supervise:

I share supervision for:

I supervise as a deputy for:

If you supervise or manage other employees, explain the nature of this responsibility in relation to:-

Allocate, instruct, direct, organise work:

Check work:

Do you arrange or co-ordinate:

Training:

Appraisal:

Discipline:

Implementing Council procedures e.g.: health & safety, welfare, absence management:

Do you have any deputising responsibility? If so, what is it and how often does it occur?

Do you lead any project teams? If so which ones and for how long?

Do you have any responsibility for contract or agency workers? If so explain how and state how many:

Are the employees you supervise/manage in more than one location or mobile? If they are, describe how (e.g. separate departments)

Creativity & Innovation - the extent to which the work requires innovative and imaginative responses to issues and in the resolution of problems.

Give examples of creativity and innovation which your post requires in for example design, specifications and tendering, counselling and caring, application of IT, policy development, interpersonal skills, written or spoken word)

Give examples of your daily/weekly responses to problems:

To what extent is your job/work determined or assisted by guidelines, procedures and systems? Indicate how:

Give instances of where you have to find a solution or a new response to issues. e.g.: caring, advocacy, counselling

Contacts & Relationships - the degree of personal contact and the nature of relationships with others required to carry out the job.  
Describe contacts and relationships within the section or department, with other departments, the public, external groups and organisations, their purpose and frequency:

Who: Client, organisation	Why: Reason for contact	Frequency: daily, weekly, monthly, quarterly, annually etc

--	--	--

Do you represent or negotiate on behalf of the Council? Please identify the circumstances.  
How often does this occur?

---

Decisions - Discretion - requirement to make decisions or recommendations.

Give examples of the most important decision which your post requires. Distinguish between decisions for which you have authority and recommendations to others. Define the extent of the effects of your decisions on, e.g. your Department/Section, Clients, Other Departments, Service Provision, Whole Authority, and Corporate Policy.

I decide on	I recommend to others	The decision affects

On what issues do you go to your Manager for advice?

What policies, procedures, working standards or other guidelines /rules affect your decisions?

Are there financial or operational limits?

Describe how advice is available from your manager or other sources e.g. rules, guidelines, manuals. Is it for example available the entire time, daily, weekly etc?

Is your manager at another location? If so, where?

---

Consequences - of decisions and recommendations

Please identify the major consequences of any decisions or recommendations you make for clients, the public, other staff or the service.

What are the implications if you get something wrong?

How quickly would any error be rectified and how? Who would you inform?

---

Resources - personal and identifiable accountability for physical and financial resources including those of clients.

What physical resources are you personally responsible for e.g. tools, equipment, vehicle, plant, clients' property? Is this responsibility continuous or shared with others?

What financial resources are you personally responsible for e.g. cash, cheques? Please indicate the value. Is this responsibility continuous or shared with others? How often do you handle the resources: daily, weekly, monthly, quarterly, annually?



Work Environment - within which the work is carried out.

How is your work planned?

Work Demands - Is your work plan subject to change or interruption? If yes give examples.

What causes this interruption?

Is your work subject to deadlines? If yes give examples and frequency.

Physical Demands -What kind of physical effort is involved in your job? e.g. standing, walking, lifting, cleaning, keyboarding etc. Give examples and state the hours per day spent on each activity.

Working Conditions -Describe your working conditions (e.g. office, depot, client's house, workshop, outside). Is it exposed to weather, noise, dirt, driving etc?

---

Work Context – Is there any potential risk to personal safety, illness, health? Give examples stating who or what poses the potential risk. Frequency.

If you work with the public or clients, can you call upon the immediate support of other members of staff?

How would this support be obtained?

Knowledge and Skills - What type of specific knowledge and skill is required by your post? (e.g. caring, communication skills, academic qualifications, dexterity, linguistic, literacy, numeracy, supervisory skills, technical etc).

Which of the above list are the most important?

Describe the type of experience required for the post. (e.g. domestic/non-work environment/voluntary work/academic work/other).

---

Further Observations -Are there any other points you wish to make which you consider have not been adequately covered in this questionnaire?

---

I consider that this questionnaire is a fair and accurate statement of the requirements of the job.

Signed: \_\_\_\_\_ (Post holder)      Date: \_\_\_\_\_

Signed: \_\_\_\_\_ (Line Manager)      Date: \_\_\_\_\_



# **FINANCE & CORPORATE SERVICES**

## **Human Resources**

**A GUIDE TO THE**  
**GREATER LONDON PROVINCIAL COUNCIL**  
**JOB EVALUATION SCHEME**

## INTRODUCTION

The Council and its recognised trades unions have agreed to apply the Greater London Provincial Council (GLPC) Job Evaluation Scheme (including the associated "Framework Agreement") to determine the grades of all posts covered by the National Joint Council for Local Government Services National Agreement on Pay & Conditions of Service (Green Book). Chief Officer grades will be determined under a separate scheme.

### **The aim of the scheme**

The aim of the scheme is to provide a fair, equitable and systematic means of assessing the salary grade (i.e. value) for each job. It is the job that is assessed and not the postholder.

### **How does the scheme work?**

The scheme is broken down into a number of factors. Each factor has a number of levels. Each factor level earns the job a specific number of points. The evaluator will decide which of the levels apply to the duties and responsibilities of the job.

When the points for all the factor levels are added together, they give a total number of points which tell the officer which grade applies to the post ("points to grading").

Each evaluation is undertaken by two trained officers.

### **Factor Levels.**

For each factor there are a number of levels. The officer carrying out the evaluation will decide which of the levels apply to each factor. Each level "earns" the job a certain number of points. When the points for all the factor levels are added together, they give a total which tells the officer which grade applies to the post.

## WHAT DO THE FACTORS MEAN?

### **SUPERVISION/MANAGEMENT OF PEOPLE**

[7 levels]

This factor measures responsibility for staff and other workers. It takes into account:

**direct supervision:** this is where you are permanently accountable for quality and quantity of work, discipline, welfare, training and development of London Borough of Hammersmith & Fulham employees;

**indirect supervision:** this is where you share supervisory responsibility, or where your duties include aspects of supervision of workers who are not employed by the Council, e.g. voluntary workers or contract staff;

- the extent to which a range of activities needs to be coordinated
- the complexity of the activities and
- discipline, welfare, training and development.

The number of staff supervised has an effect on the point score for each level within this factor. Extra points can be awarded where supervision is made more difficult because of the wide physical dispersal or mobility of staff.

A post with a deputising role would be awarded a lower level (fewer points) than the job with full supervisory responsibility. Indirect supervision of voluntary workers or contract staff can also be taken into account however, like the deputising role, would be awarded a lower level than for the full supervisory responsibility of direct staff.

Part-time, job-share and full-time staff all count equally in calculating the number of staff supervised. However, recurring supervision of temporary staff or seasonal variations should be averaged on an annual basis.

## **CREATIVITY & INNOVATION**

### **(7 LEVELS)**

This measures the extent to which a job needs to be innovative and imaginative in response to issues and resolving problems. Imagination and creativity can take a number of forms:

- caring and counselling work
- drawing
- designing computer systems and programs
- policy development
- writing
- speaking
- complexity of problems

In order to decide which factor level fits the job the kind of things we consider includes:

- how much opportunity there is for creativity within the job
- whether there are recognised procedures which have to be followed
- how frequently creativity is exercised
- whether there is a range of subjects involved
- policy and service implications

## **CONTACTS (8 LEVELS)**

This factor measures the regular contact and relationships with other people (i.e. colleagues, employees of other departments, members of the public/clients, people from outside the authority) which are necessary to the job.

Rare levels of contact will not be assessed unless they can be shown to be a significant aspect of the job.

The status of the person or organisation with whom the contact is made is less important than the purpose, potential outcome and conflict/stress of the contact.

### **We measure:**

- how straightforward the contact is
- how frequently it occurs
- whether there are defined terms of reference
- the implications for the person or organisation contacted

### **Contacts may involve:**

- customer/client services
- caring
- advising
- interviewing
- providing or obtaining information

## **DECISION: (Discretion sub-factor 6 levels)**

### (Consequences sub-factor has 5 levels)

This factor measures both the requirement to make decisions or recommendations as a regular feature of the work and the consequences of those decisions or recommendations.

Direct decisions are those where action is taken without reference to a higher authority.

Normally recommendations carry less accountability than direct decisions. Where the job requires regular involvement with working parties or other similar groups making collective decisions it is necessary to identify the actual role played by the post.

Decisions or recommendations must be part of the regular pattern of the work of the post.

To assess the extent of the **discretion** we look at:

- the need to make choices
- accountability for the outcome
- constraints upon the decisions
- the availability of guidelines or advice
- Whether the post can make decisions leading to new or changed policies and procedures.

We also consider the nature of the **consequences** or outcome of the decision in terms of the effect on:

- people
- property
- finance
- service delivery
- policies
- people

Direct decisions are those where action is taken without reference to a higher authority. Normally recommendations carry less accountability than direct decisions.

Where the job requires regular involvement with working parties or other similar groups making collective decisions it is necessary to identify the actual role played by the post.

The decisions or recommendations must be part of the regular pattern of the work of the post.

## **RESOURCES (5 Levels)**

The level in this factor is determined by the postholder's accountability for physical and/or financial resources. This includes client resources.

accountability involves:

- handling
- security
- safekeeping
- proper use
- repair/maintenance

Resources can be:

- buildings
- equipment
- plant
- cash
- cheques

## **WORK ENVIRONMENT (4 Levels)**

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

When assessing the following four factors, there is an assumption that all Council procedures and Health & Safety legislation are strictly adhered.

### **Work demands**

#### **(5 levels)**

This factor measures the impact of deadlines and demands for changes, taking into account the frequency and suddenness of change and what responsibility the postholder has in the resolution of conflicting priorities.



## **Physical Demands (4 levels)**

This factor measures the amount and continuity of physical effort required for the job and will include periods of working in awkward positions. For example:

- lifting
- carrying
- pulling
- pushing
- walking
- keyboarding

## **Working Conditions**

### **(4 levels)**

This factor measures the amount of exposure to disagreeable and/or unpleasant working conditions and the frequency of any exposure and could include:

- working in inclement weather
- working in dusty or noisy condition or where there is excessive vibration or poor ventilation
- work of a caring nature which involves disagreeable/unpleasant task. Account will be taken of the post holders inability to take shelter without prejudicing operational requirements.

## **Work Context**

### **(4 levels)**

This factor measures the potential risk to health & safety inherent in the job once all the necessary risk assessments have been carried out and where possible, all hazardous conditions have been reduced or removed. This will also include abuse, aggression and risk of injury from the public.

## **Knowledge & Skills**

### **(8 Levels)**

Here we are measuring knowledge and skills, in their broadest sense, in relation to the function or specialist required by a post, and which are

necessary for the satisfactory performance of the full duties and responsibilities of the post. The areas of knowledge and skills are not restricted to specific technical, professional or specialist disciplines but may include:

- literacy and linguistic skills
- interpersonal skills
- caring skills
- numeracy
- dexterity
- operational techniques
- communications
- sensitivity
- diplomacy & tact
- management skills

When we consider which level is appropriate for the job in question we have to take into account the complexity and diversity of the work the postholder has to undertake.

The cumulative knowledge and skill of a particular postholder is not especially relevant to the evaluation of a post but remember that 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.