

Bristol City Council Local Conventions – GLPC Job Evaluation Scheme

Supervision/ Management of People

This measures the degree of responsibility for the supervision / management of employees and others who can be considered directly accountable. Consideration should be given to scope of supervision and breadth of work supervised.

Factor levels:	Factor Description	Definition/ Detail
1	No direct accountability for supervision or management. Could assist in work familiarisation of peers and new recruits, but not responsible for allocating or checking their work.	No full permanent accountability. No direct supervision although there can be some authority over work performed by colleagues – give advice and guidance, induction of colleagues.
2	Some supervisory responsibility for temporarily assigned or shared employees including on the job training to a formal standard or the allocation and checking of work for quality and quantity.	Control over allocation, quality, quantity of work but not discipline, ie not line manager, but team leader/supervisor type jobs. OR regular supervision of contractors, volunteers or agency workers where the postholder is responsible for formally checking and approving the quality and quantity of work undertaken
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.	'Direct' supervision should be interpreted as being different from the 'indirect' supervision of contractor / partner workers. Tasks may vary but form an identifiable / specific area of work, individuals are normally working to the same JD or are significantly overlapping. 'Projects' are defined as --short or longer term packaged pieces of work undertaken within a finite period or to achieve a specific outcome. Sole responsibility for managing at least <u>1 person</u> in 1 clear area of work, includes <u>full scope of management responsibilities</u> e.g. discipline, performance management, training & development, job review, work allocation.
4	Supervision / Management of a group of employees (defined as 3 or more) undertaking tasks either in the same general area of work or, for example, work of a project nature.	Manages a group in the same general area of work. Staff are working in posts with little or no overlap in the duties but are working in the same general area, with a common objective and heading in the same direction. May include roles involved in the project or matrix management of staff.
5	Management of more than one group of employees carrying out diverse tasks in the same general type of work.	Job manages at least two distinct groups carrying out tasks in broadly the same type of work (ie, in one functional area). Expect there to be no overlap and some distance between job descriptions of the two groups – ie employees would only have limited scope to cover each others work. Planning and coordinating is undertaken by another job or is shared with another/other jobs. Job indirectly plans and coordinates the work of others, for example through commissioning. The direct management of these other employees is undertaken by another BCC manager or partner organisation.

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6	Planning, co-ordination and management of groups of employees carrying out work across a wide range of different activities.	The job plans, coordinates and manages <u>groups</u> of employees carrying out work across a wide range of different activities (ie, no common source or objective). Management function is more strategic co-ordination of the differing activities and ensuring that conflicting priorities are resolved – looking at the bigger picture. Often applies to 3 rd tier managers.
7	Planning, co-ordination and management of groups of employees carrying out work across a range of major functions.	Posts with overall strategic management – likely to have managers at 4th tier (managing different major functions) reporting to it.

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Creativity and Innovation

Levels 1 – 4 cover roles working within existing guidelines. The differences will reflect the frequency with which a postholder is expected to find solutions and to what extent the solutions are covered by these guidelines. Levels 5 – 7 cover roles that are expected to work outside of guidelines or create guidelines for others to work in. The differences will reflect the diversity/ complexity of information that is taken into account and the range of areas that the solutions impact on.

Factor levels:	Factor Description	Definition/ Detail
1	Most tasks are simple and/or repetitive, and therefore there is very limited opportunity for creative or innovatory thinking	Routine adherence to laid down procedure with no room for creativity. The duties of this post are governed by a set procedure, which has been proscribed to ensure consistency and to comply with work standards. It would be inappropriate to expect any authority for personal interpretation. Mechanistic job working to a tight job specification, eg Cleaner, Domestic. Pre-defined answers to problems, work carried out easily after induction.
2	Common, regular, frequently occurring problems, which involve making a choice for the options available. These options will have been fairly closely defined by the job above and/or largely regulated by laid down procedures. However there is an occasional need for creative skills to deal with routine problems.	<u>Occasional</u> use of creativity or problem solving. This will normally be in how to use the set procedure. Very regulated, usually the minimum factor of dealing with the general public. Lot of mechanistic elements, for example writing letters where there is a requirement to change content.
3	Creativity is a feature of the job but exercised within the general framework of recognised procedures. The job holder has a range of different problems, and would decide on how to proceed from a choice of options available.	Whilst operating within the procedural guidelines laid down as a work standard, e.g. as a care plan, there is scope for creativity in the way in which those standards are achieved, and the guidelines are applied. There will be little or no autonomy to act outside the guidelines, maybe because the constraints are statutory, procedure bound, legally controlled etc. Work involving the use of templates and IT reports apply at this level. Creativity is not flowing through the majority of tasks but there is some scope to problem solving. Need to demonstrate more frequency at this level. Working within a general framework but there is an element of interpretation. Some choices available.
4	The job holder regularly exercises problem solving skills to achieve the end result. Although the job holder is constrained by general guidelines/procedures they can decide <u>how</u> to do something as long as they adhere to the guidelines.	As with Level 3 but the need for creativity is more regularly used. However this will all be within the general working guidelines, as in giving advice on a procedural or service issue. There will be some autonomy in the application of the guidelines without reference to more senior staff. Guidelines are likely to cover what to complete with less detail on how to complete it. Creative elements are likely to be core to the job to the extent that the job could not be carried out without them.
5	Work which requires a range of imaginative solutions or responses and involves application of fresh and innovatory thinking. The job holder has the freedom to move outside (and challenge) the procedures to find an alternative way to solve a problem.	Creativity is a feature of the job and will be required to adequately perform the duties. Likely to interpret guidelines, legislation, national or local policy or procedures. May also be the responsibility for reviewing local procedures. Innovative problem solving when the solution is a new approach. Lowest level at which introduction of a new service or parts of a service should be recognised. Can involve the breaking of new ground but not always. More likely to be creative in terms of bringing something new to a service but only in operational terms. For example a Manager consistently

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		having to come up with new ways of providing more efficient and/or effective services.
6	Work which requires creative and innovative input in a number of diverse subjects, and where the opportunity and need for imaginative thinking is not limited by defined policies and/or precedent. The job holder has clear freedom to think beyond and/or change procedures or plans to achieve the end result.	This needs to be at least 2 or more distinct work areas or diverse areas of work which form a significant, direct part of the post holders work, rather than being incidental or simply generic aspects of supervision and management. Jobholder develops and implements new ideas. One <u>main purpose</u> of this post could be to interpret and apply legislation or an initiative that requires the 'breaking of new ground' i.e. reviewing all HR policies in the light of new legislation. There will be a wider implication to this work, which would impact across departments or services, or affecting more than one area of the council or large numbers of people (eg changing policies to improve service delivery). This requirement will be used frequently and in diverse subjects using a range of expertise e.g. subjects with subject distance, no overlap and requiring different types of expertise. Not limited by defined policies i.e. role may be to review and refine the longer term strategic view. Jobs at this level will have 'lead' responsibility rather than creative input.
7	Work carried out in new and challenging situations frequently involving new and/or innovatory response on diverse subjects. These would have extensive policy or strategic implications since the solution derived would fundamentally change service delivery (e.g. leading service reviews, strategic partnership work, ensuring the implementation of new Government initiatives).	This will describe those posts where innovation is the <u>main purpose of the post</u> , eg development of a totally new approach to existing services, the autonomy to approach an issue with a 'blank sheet of paper' and work through the implications and application in a complementary way. This expertise will be required frequently and will be applied in different areas that have far reaching policy or service implications. Major service reviews; very much strategic creativity. Wide brief, diverse subjects. Very senior roles, almost certainly strategic rather than operational and typically externally focussed.

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Contacts and Relationships

Levels 1-2 are largely related to the exchange of information, levels 3-4 is more comprehensive advice and support, levels 5-6 is where the advice has a long term impact, levels 7 – 8 has an impact on the council as a whole.

Factor levels:	Factor Description	Definition/ Detail -
1	Routine or incidental contacts relaying basic and non-contentious information, predominantly to colleagues.	There is a requirement to exchange information on well established matters with members of the public / service users, colleagues or Members. Information will not be contentious, involve debate, or require interpretation or persuasion. Eg, Catering Assistant, Cleaner.
2	Contacts on well established matters providing readily available information or assistance, or occasionally dealing with issues where the outcome may not be straightforward. The job holder would often have to question the contact to clarify how they can assist them.	Postholder will be required to exchange information with other members of staff or members of the public and cannot carry out duties without doing so. These exchanges will be straightforward, and there is no significant necessity for postholder to interpret information or deal with opposition. Responses and communication will, however, be formulated to meet the needs of the situation/ audience but more for the purposes of information exchange than advice
3	Regularly fact finding and/or providing assistance on issues that are 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.	Interactions will on a daily basis require interpretation and persuasion and a level of tact or diplomacy or persuasion skills. Interactions might be met with rudeness or abuse. This level includes (informally) interviewing or assessing customers to establish how their needs can be met. Minimum level for post that is first point of contact for customers and gives advice rather than exchanges information i.e. has a body of knowledge to be able to satisfy most straight forward queries without reference to others
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 service is required; must be clearly able to make a decision(and for the decision to stick).	A regularly provided service, either internally or externally. In addition to the use of tact and persuasion, the post holder will be required to use their authority in the provision of the services and to maintain their position, perhaps in the face of rudeness and abuse. Advice given is more complicated, perhaps having to explain technical information either verbally or via written reports and explain the rationale behind why a scheme has been designed in a certain way, usually when there are a number of options available. More complex front line posts where more in depth interview / needs assessment takes place.

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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 readily identifiable effect, including care, on the person, service or organisation contacted	The interaction has a tangible/ noticeable effect on the service/ service user or colleagues. Contentious could include important matters that have scope for alternative interpretation, anything involving change, conflict or it could be something which is high on the political / organisational agenda. The outcomes would affect the contact considerably and is likely to be on Senior Management's agenda. Typically a postholder whose day to day contacts impact on service quality / efficiency. Alternatively, some senior practitioners with complex cases may get this level for the impact on individual clients rather than on whole service. Normally the maximum level awarded when the role can impact on the life of individuals.
6	Dealing with a range of complex and contentious matters requiring support, persuasion, advocacy and sensitivity, within the application of operational guidelines. The outcome will have <u>significant</u> implications, including care, for the contact or the service.	'Significant' relates to the quality or extent of the service provided. The individual would have to more regularly deal with complex and contentious matters impacting on the service given. Such interactions take into account the impact on related services and on the contact and be handled with sufficient skill to minimise opposition and maximise the acceptance and co-operation of the contact. For example Managers with overall responsibility for a whole range of complex staffing and/or service issues. At this level they would be responsible for future service implications of actions taken. Generally impacting on more people the outcome of the interactions has a direct and significant impact on the quality or extent of the service provided.
7	Regularly, (likely to be daily) 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 <u>substantial</u> implications for the contact or the Council. The post holder <i>may</i> act on behalf of the Council	'Substantial' relates to shape, size, direction of service provided. Impact that will be in the broadest sense. Postholder <u>may</u> be authorised to act on behalf of the council re. this service. Operating in a strategic manner and will have a lot of contacts of a strategic nature. Must have substantial implications for contact or the service. Substantial impact is defined as strategic and long term in terms of direction of the service and not just operational although some of the contacts may be at an operational level. Generally this level would not be awarded for any one individual client, it would be about the service, the public as a whole or another organisation e.g. the NHS, neighbouring authority, private contractor. Attending meetings which commits the council to a direction / resources. Will apply to most 3 rd tier jobs.
8	Advising the Council on high level complex matters with major implications for the contact/s or organisation contacted, or which <u>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 (e.g. negotiating a high value and/or long term contract).</u> It would be expected that the expert guidance would be accepted and only overruled as a result of a change in policies.	'Major' relates to whether a service runs or not and the postholder will have the authority to act on behalf of the Council in regard to this service, consulting, negotiating and committing resources to a course of action. Postholder is likely to be advising senior management/ members on strategic issues, externally rather than internally focused. In these circumstances the outcome of the contact will have depended on the skills used by the postholder in dealing with the consultation and negotiation.

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Decision-Making –Discretion

Evaluate satisfactory performance and *not consequences* of mistakes or incompetence. Where decisions are made as a team member, ie an individual contributing to a joint decision, these will be regarded similarly to decisions that constitute recommendations. Recommendations are generally one level below the autonomous decision level. Decisions or recommendations must be part of the regular work of the post.

Factor levels:	Factor Description	Definition/ Detail
1	Post requires little freedom to act. The job usually consists of specific tasks, carried out within clearly defined rules or procedures and where advice is readily available when required	Little freedom to act, clearly defined rules or procedures <u>and</u> advice available. Jobs that are very clearly regulated by process or where deviation from a plan or procedure are inappropriate e.g. following financial regulations or a careplan. Mechanistic, 'yes/no', 'either/or' responses.
2	Work is carried out within clearly defined rules and procedures involving making relatively minor decisions chosen from a range of established alternatives	Given the information available more than one choice of action or advice is available e.g. straightforward internal/ external customer queries. Although unexpected situations may arise, their solution will still be available from within the established alternatives (using precedents or common sense).
3	Work is carried out within programmes and objectives where there is a <u>wide range of choices</u> and where advice is not normally available and/or decisions where policy, procedures and working standard provide only general guidelines	More complex customer queries, less straightforward advice, referral on for a further course of action. Range of different answers and fairly broad freedom to choose which answer. Level 3 would apply in terms of decisions about when and how tasks are carried out but where there is no responsibility for setting the overall working standards. More about jobs where the person is taking information from people and deciding on the advice to give and how best to resolve the situation at the time. There are a multitude of options but the choice will normally be based on existing or past practice and it will not break new ground in terms of establishing working standards. May involve interpretation of policy and procedure and deciding on action to be taken.
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	Increasing responsibility for setting the constraints within which others will have to work. The standards, procedures and practice will be contained within a service. The postholder will be expected to use evaluative judgement in relation to the level and quality of service by working within a policy but affecting how it is delivered in the choices and working practices.
5	Posts which have a major responsibility for monitoring and evaluating important policy, service practice and provision affecting a whole function or work area, for making recommendations for change and for managing their implementation.	Leads on important policy, service practice <u>or</u> provision which affects a whole service. Recommendations made for changes in policy <u>and</u> a responsibility for implementing changes. Decision making an important responsibility of the post. The changes in standards, procedures and practices will impact on the whole service. The post gives both the challenge to make decisions and the authority to see those decisions through. Discussion will take place with a more senior manager for confirmation only. Not just about service standards to policy but affecting corporate responsibility. Working at a strategic level. Benchmark level for 3 rd tier roles.

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6	Posts which have a continuing responsibility for reviewing important policy, service practice and provision affecting a whole service, for making recommendations for fundamental change, managing the implementation and following up and being responsible with the implications of the change	Major responsibility of the post. The lead for the Council and has delegated authority in this area. There will be a knock-on effect on the whole Council or city. Decisions require only minimal comment from more senior manager. Recommendations are regarded as the most informed judgement on the subject and are usually accepted and agreed without changes. These will affect the policy framework for the whole council. Constant <u>and</u> continuing review of important policy, fundamental to the whole service, recommends change, manages the changes <u>and</u> deals with the implications. e.g. Decisions about the provision of elderly services would extend across the whole city. Could be roles which affect every department as well. Needs to be broad and multi-disciplinary. Job holder will have freedom to act usually assigned to second tier.
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Decision-Making – Consequences

Consequences of a decision are usually scored at or one below the level of discretion. Consider the impact, range and timescale of the consequence. Normal competence in the job must be assumed.

Factor levels:	Factor Description	Definition/ Detail
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..	The only decision the postholder is likely to make at this level is the order in which they will do the tasks on a daily basis and will not have any long term impact or very limited impact (short term improvement/inconvenience rather than any long term benefit/harm).
2	Decisions which have a material effect on the internal operations of the post's own or other section or on the individual or on the provision of service to the public.	A tangible and noticeable effect on, for example, a service user, client or the service provided. Material effects are likely to be something that can be measured, seen or quantified, usually within a timescale of a few weeks.
3	Decisions which have significant implications for the service or significant effects on employees or other individuals or other organisations.	To have a significant impact the outcome of the decision would relate to the quality of the service. This may include a review of a system of work; change the way that people work or the way in which the service is delivered. Will result in a change to the overall size, shape or level of service and will have a longer term effect (usually on groups of service users) or more life changing impact e.g. Social Worker
4	Decisions which have a major impact on service provision, the public or other organisations..	To have a major impact the decision may relate to whether or not a service would run at all or may result in a total re-organisation of a service. Often operating in situations where the consequences will impact over a long term timescale and would be difficult to amend. Have an impact on the overall direction of a service, e.g. changing size and shape of service. Benchmark level for 3 rd tier roles.
5	Decisions which have a major impact on the Council's policies and activities across a number of functions or on large numbers or people or on organisations in receipt of the Council's services.	To have a major impact at this level the decision would need to affect policies/ activities on a large scale either within or outside the council/ city wide. Operating at a strategic level where consequences are extensive and long term (ie, over a period of years). Goes beyond one service. Large numbers is taken to be the whole group within a population, eg, all primary school children, all disabled people.

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Resources

Measures day to day responsibility rather than overall accountability (so front line employees are more likely to have responsibility than line manager. Not intended to make awards for resources that could be considered to be part of the general workplace fabric. Where post holder has less than ongoing responsibility for resources, in comparison to others, this would normally result in an award of one factor below that which would be applicable to post holders with continuous responsibility.

Factor levels:	Factor Description	Definition/ Detail
1	Little or no responsibility for physical or financial resources (e.g. petty cash).	Posts that use standard office equipment, including mobile phones, laptops etc. Most 4 th tier managers and above will have no hands-on responsibility. Budgets do not count
2	Personally, directly responsible for the proper use and safekeeping of hand tools, or small items of equipment and low cost materials or for the accurate handling and security of small sums of cash and cheques (up to £5,000) or financial resources or for the maintenance and integrity of data, or where the post holder is a sole key holder.	Applies to use on a regular basis Value up to £5000 Direct responsibility for 'original' data on databases etc that are key to the service or council as a whole Tools and equipment only usually when taken outside secured premises/off site.
3	Responsible for the proper use and safekeeping of smaller plant, vehicles (e.g. van, ride-on mower), machinery and higher cost materials and stock (e.g. museum objects) or for the accurate handling and security of larger sums of cash and cheques (£5,001 to £50,000) or other financial resources or information (e.g. entire systems).	Jobs that deal with larger resources, eg a cashier or van driver. Vehicles would need to be allocated as a council vehicle and the post holder would be the named driver. Required to use the vehicle for a significant proportion of the working day. Jobs responsible for larger systems, eg servers
4	Responsible for the proper use and safekeeping of larger vehicles (e.g. refuse wagon or gritter) and larger items of plant and machinery or of high value stocks and supplies (e.g. maintain/repair/restore priceless artifacts) or for the accurate handling and security of large sums of cash and cheques (over £50,000) or other financial resources	Jobs that are responsible for major resources. Threshold £50,001 to £1m Would include some Museums jobs
5	Responsible for the proper use and safekeeping of major physical resources or other financial resources	<u>Complete and continuous</u> responsibility for major physical resources such as buildings. To include being the key holder with responsibility for security and dealing with emergencies.

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Work Environment – Work Demands

There is recognition in this factor of the range of tasks that a postholder is required to switch between. Differing levels reflect the number of differing work streams and how often deadlines/ conflicts occur across the range of work areas. Work programme refers to the range of work streams covered by the post.

Factor levels:	Factor Description	Definition/ Detail
1	Work where similar tasks are interchanged but the programme of tasks is not normally interrupted and the overall objective each day doesn't change	Tasks follow a natural sequence; work is routine and tasks are started and finished and can be interchanged but the programme continues uninterrupted (eg, Mail Services Assistant, SMSA). Any decisions about what takes priority is taken at a higher level not at this level.
2	Work subject to interruption to the programme of tasks but not involving any significant change to the programme. The job holder would have to stop doing one piece of work, deal with and complete another, before returning to the original task. Items have to be dealt with on demand.	Work may be interrupted but can be adjusted and the programme picked up again later or the next day. Any decisions about changes to the programme are taken at a higher level. For example a Receptionist may fall into this category.
3	Work subject to fixed immovable deadlines involving differing and/or changing problems, circumstances or priorities.	The postholder should be directly responsible for meeting the deadlines. There are elements of unpredictability and variety in the demands. Deadlines impact on the work programme and will vary in relation to changing problems, circumstances or demand.
4	Work subject to deadlines involving frequently changing circumstances and conflicting priorities to such an extent that the post holder may need to choose between meeting deadlines or otherwise take the consequences.	There is an increase in the frequency and complexity here, requiring the ability to react quickly with awareness of the impact on other areas of work. Deadlines impact on the work programme and will vary frequently to changing circumstances and demand. In this job the individual is most likely to be dealing with responsibilities for 2 conflicting service areas. Could be working strategically at this level but may not have constant operational pressure. Concerned with service development as well as service delivery. Impact of interruptions could result in tasks being delayed by weeks.
5	Work subject to constant change and the continuous management of conflicting priorities and deadlines.	There is constant change and demand that has to be responded to and acted on. The nature of this job is almost constant fire-fighting, often things planned for have to give way to a more urgent task. Combination of demands for information, give strategic advice, demands from individual employees plus deadlines. It is very likely at this level that the individual would have to be managing individuals for whom the postholder gets involved in their conflicting priorities as well as their own. This is more likely to be an individual managing a team of people who individually score level 3 or level 4 for this factor. Need to be strategic and operational. An individual would have to be severely juggling conflicting priorities for contentious matters and the individual deals with constant interruptions as a result. Rapid and fundamental change, post will usually have authority to adjust resources.

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Work Environment – Physical Demands

This factor recognises the amount, frequency and continuity of physical effort necessary to perform the duties. This factor includes manual dexterity where speed and accuracy or consistent high use of IT equipment is a valid requirement. This factor is likely to score a low level for most management level posts.

Factor Levels	Factor Description	Definition/ Detail
1	Work requiring normal physical effort	No excessive or regular lifting, carrying, stretching (ie, would not lead to undue fatigue). Work allowing a variety of postures and movement. Normal office work would fall under this level. Includes sitting, standing, walking but have the scope to vary these activities.
2	Work requiring normal physical effort with periods of substantial effort, or normal physical effort occasionally in awkward positions/situations: or prolonged effort in a constrained position involving considerable manual dexterity.	As level 1 but with periods of substantial effort <u>or</u> normal effort occasionally in awkward postures <u>or</u> prolonged effort involving manual dexterity. This may describe jobs where there may be a requirement to crouch, stand, stretch, lift or undertake repetitive strain to the extent that the physical effort required is considered 'substantial' Greater than normal manual dexterity, would apply to intensive IT use (speed and accuracy or consistently high use)
3	Work requiring substantial physical effort with short periods (1 - 2 hours) of intense physical effort; or normal physical effort regularly in awkward positions/situations.	This post describes jobs with more regular and prolonged physical efforts as detailed. E.g. lifting people (Home Help), carrying heavy loads, Cleaning, Caretaking, Grounds Maintenance, painter and decorator, pushing wheelchairs / care roles. Undertaking activities to the extent that the physical effort required is intense
4	Work regularly requiring intense/exhausting physical effort or lengthy periods (at least half the working day) of substantial physical effort in awkward positions/situations.	Regular heavy physical effort. E.g. Cemetery Operative.

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Work Environment – Working Conditions

Level 2 or above will only be awarded where the exposure is a regular part of the job.

This factor is likely to score a low level for most management level posts.

Factor Levels	Factor Description	Definition / Detail
1	Work normally performed in a heated, lit and ventilated indoor environment; may be exposed to occasional noise or outside conditions	This level would cover those roles which work within a controlled environment (not just office based), where exposure to unpleasant conditions is managed.
2	Work includes significant elements of inside or outside work involving some exposure to moderate noise, heat, cold, disagreeable or difficult surroundings/conditions	<p>The adverse conditions are more significant in terms of duration and frequency but the extent is moderate, eg, visiting unpleasant sites, occasionally dealing with bodily fluids ‘Moderate noise’ is noise that causes disruption and/or discomfort; ‘heat/cold’ covers extremes of temperature as a feature of the job, not an incidental occurrence.</p> <p>At this level the conditions the post is exposed to are less controlled by the postholder and more driven by external factors such as weather or the clients</p>
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	<p>Most of the work is performed in these adverse conditions and the extent is considerable. Considerable noise is noise which would require ear protection and cause significant discomfort or harm without such protection. Dirty or disagreeable conditions may involve regularly (several times a day) attending to the personal needs of children and young people with special needs, including e.g. changing feeding etc</p> <p>Posts at this level would be primarily dependent on external factors, postholder has no control over the conditions they are exposed to throughout the working day</p>
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	This level recognises work that is continuously exposed to adverse conditions of the most difficult nature, eg, Estate Ranger.

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Work Environment – Work Context

This element considers potential risk to health and general well-being including illness and injury both emotional and physical that resulting from the duties. Includes abuse, aggression and risk of injury from the public. Evaluators should ask 'What is the risk and what is the likelihood of risk?'. 'How much worse is it than the norm?'. Evaluators must also consider the extent to which the environment can be controlled.

NB - This factor will evaluate the likely scenario not the extreme possibility. Assessment must assume all H&S risk assessments have been completed and actions implemented. No employee will be knowingly placed in danger. Whilst there is consideration of the risk of emotional problems inherent in the post it cannot make assumptions about an individual's ability to cope or vulnerability to such risks. This factor is likely to score a low level for management level posts.

Factor Levels	Factor Description	Definition / Detail
1	Work involves <u>minimal</u> risk to personal safety of injury, illness or health problems arising from the environment or the public/clients.	This may describe a job which is primarily office based which would not be in daily contact with members of the public or the contact with members of the public would be about matters that were routine and non-contentious.
2	Work potentially involves <u>some</u> risk to personal safety of injury, illness or health problems arising from the environment or the public/clients	This may describe jobs where there is regular contact with members of the public which involves matters of contention. There will usually be someone close by to call on for support. This may also describe a job where there is some risk to health by physical or emotional injury.
3	Work potentially involves <u>moderate</u> risk to personal safety of injury, illness or health problems arising from the environment (e.g. fixed machinery with movable parts) or the public/clients (e.g. 'Problematic/disaffected').	This may describe jobs where there is a requirement to be out of the office on a regular basis <u>and</u> in contact with the public on contentious matters. It may also describe jobs required to operate machinery, handle chemicals, the risk of use of equipment or be exposed to potentially violent situations.
4	Work potentially involves a <u>substantial</u> risk to personal safety of injury, illness or health problems arising from the environment or the public/clients that is varied and concurrent.	This may describe jobs where there is a regular requirement to visit homes where it is known there may be a risk of a violent incident, a job which works with a difficult client group and jobs which involve known hazardous work. Post holders will normally be unaccompanied. Evaluators must weigh up the potential for physical and or verbal abuse to happen. Examples of posts which are awarded this level are Bailiff, Dog Warden. Clear and well established pattern of risk. Difficult client group.

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Knowledge and Skills

Note the distinction between knowledge of specialist disciplines (e.g. Law, Planning, Health & Safety, Social Work), as opposed to organisational knowledge (e.g. policy/ procedural knowledge of how services are delivered). Jobs might achieve their level through organisational knowledge rather than specialist/ professional knowledge. At levels 7 and 8 jobs will almost invariably require detailed specialist knowledge AND detailed organisational policy knowledge. No account should be taken of frequency, if the Knowledge & Skills are required only occasionally they are still required.

Factor levels:	Factor Description	Definition/ Detail
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; i.e. a typical job holder is able to do it after first day or two	Unskilled/low-skilled jobs such as very basic roles requiring limited literacy/numeracy. A small number of routine work procedures which could be gained through a short induction period or on the job training. "Limited range" suggests a few tasks that are readily learnt through repetition
2	Ability to undertake work consistent with a comparatively basic knowledge and skills requirement, which encompasses a range of tasks involving application of readily understandable rules, procedures or techniques.	Learn the rules and techniques then apply them. Some formal instruction followed by job experience over some months. Some formal instruction followed by a job experience over some months. Basic IT skills, use of standard software. Can involve a range of repetitive work but a wider range of tasks.
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.	At this level you would expect the postholder to have some input into how the work is done. Tasks more complicated and involved. Interpretation of guidelines. Able to provide advice on process and procedure. More advanced use of IT software.

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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 applied practically	Requires detailed knowledge and skills in a specialist discipline. One way to define is the first level at which it is required more than good administrative skills. One sign of that may be the first level at which relevant non-administrative experience is required or a minimum qualification to junior professional level in that specialism. Jobs will require detailed knowledge and skills and possibly a theoretical understanding of the work and the associated discipline. May include staff management skills.
5	<p>Ability to undertake work of a range of advanced activities, including a clear requirement to know theory as well as practice:</p> <p>EITHER applying to more than one function which requires detailed knowledge and skills in one specialist discipline; OR applying to one function which requires detailed knowledge and skills in more than one specialist discipline.</p>	<p>Advanced tasks as in level 4 but allows for more breadth across the range of knowledge <u>or</u> depth within a particular discipline.</p> <p>A thorough understanding of the techniques and procedures in a complex process system (service, product or information) gained through broad training or significant work experience. In depth understanding of methods and skills. Deals with non-routine issues and advice. For example where it is a technical discipline with very well developed soft skills e.g. interpersonal / negotiation, advocacy.</p>
6	<p>Ability to undertake work of a complex nature which requires:</p> <p>EITHER detailed knowledge and skills in a diverse range of specialist disciplines; OR advanced/high level knowledge and skills in one specialist discipline.</p>	<p>Complex nature = involving many variables and themes impacting on the work. Deeper understanding of the context of the principles Diverse range = no overlap and with distance between them. Advanced/ high level = an expert in the discipline, real depth of knowledge.</p> <p>This level describes either the specialist in one area or a generalist across a broader range. Broader deeper understanding of the techniques gained through more extensive formal training or progression through variety of steadily 'larger' jobs. Practical, authoritative applied knowledge, rather than theoretical. Skilled, complicated, continuing activities.</p> <p>Lot of knowledge about a lot of things OR the Council's expert, e.g. Social care and people management. This could be a senior specialist viewed as an expert in their field.</p>
7	Ability to undertake work of a highly complex nature, which requires advanced/high level knowledge and skill across a range of specialist disciplines.	<p>More complex work, involving significant evaluative judgement.</p> <p>An increase in the breadth of knowledge across 3 or more disciplines.</p> <p>Requires a sufficiency based on understanding of concepts and principles normally associated with professional/ academic qualifications, detailed grasp of involved practices and procedures.</p> <p>Requires thorough/ comprehensive combination of applied and theoretical knowledge. Know and understand theory and principles underpinning the disciplines. Need to handle problems by working out from first principles rather than rely on experience alone. Gained through either advanced training with some experience or substantial relevant/ practical experience..</p> <p>Be able to deal with situation from background of conceptual understanding rather than extensive experience of practical situations alone. Organisational expert in several</p>

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		areas, more breadth of knowledge here. Benchmark level for 3 rd tier roles.
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. Typically the job is either a very large service management jobs of several teams or functions, and/or a job that directly influences the provision of a whole service	<p>More complex and diverse work than in level 7 – at a strategic level in a number of areas.</p> <p>A breadth of knowledge in 3 or more disciplines. Experience in those disciplines with proven success over a number of years.</p> <p>Requires <u>proficiency</u> gained through broad, deep experience built on concepts and principles, or wide exposure to complex practices and precedents.</p> <p>Requires ability to select, develop and assess the applicability of techniques not just capable use of them. Gained through academic or non-academic routes.</p> <p>Expertise such that job holder is capable of making presentations to other specialists in a national forum.</p> <p>Autonomy in these areas has been delegated by a very senior manager who will not expect to intervene. Requires very well developed project management skills? Multi-dimensional aspect to this job.</p> <p>High level political skills and knowing how the organisation works.</p>

Generally an increase in the number of functions and disciplines will increase the level awarded

SPECIALIST DISCIPLINES/ PROFESSIONS (Skill area)	SERVICE/ FUNCTIONS (Work area)		
	1	2	3
1	Level 4	Level 5	Level 6
2	Level 5	Level 6	Level 7
3	Level 6	Level 7	Level 8

Professions/

Specialist Disciplines – E.g. People / Project Management, Accountancy, Personnel, Marketing, Law, Engineering, IT, *Health & Safety, * Training

Function/ Service - E.g. Public Relations, Customer Care, *Health & Safety, Management Information, Administration, *Training, *Planning, Housing, Service development

Activity in a discipline – E.g. Within Finance: Budget setting and or monitoring, account reconciliation, invoice processing,
Within IT: data inputting, use of spreadsheets, maintenance/ interrogation of databases, presentation design, web design, word processing

* some functions may also be a specialised discipline, this occurs usually where external examination or assessment has resulted in the acquisition of expert status.