

SCOTTISH JOINT COUNCIL FOR LOCAL GOVERNMENT EMPLOYEES

JOB EVALUATION SCHEME

JOBHOLDER QUESTIONNAIRE – ‘NO QUESTIONS’ VERSION

*This questionnaire has been specifically designed to capture information under the factor headings of the Job Evaluation Scheme, you may be asked to complete a questionnaire to help prepare for a discussion with a Job Analyst using the ‘Evaluator’ software.. The completed document will **not** form part of the ‘audit trail’ of the evaluation. Please note that there are different versions of the JE questionnaire which are more suited to different types of job, specifically:*

- *‘Full’ version of the questionnaire – will be most appropriate for technical or specialist jobs*
- *‘No questions’ version – will be most appropriate for professional or managerial jobs*
- *‘Reduced’ version – will be most appropriate for clerical, administrative or manual jobs*

Any job holder who wishes to complete the full version of the Questionnaire may do so.

The document is in four parts:

- **General information** - this is where you provide the basic information about your job and an explanation of where it fits in the structure of your Department or Function.
- **Main purpose of your job** - here you should provide a brief description of your job, its purpose and what you are expected to achieve. Please also list and describe the main activities in your job. You may also find it useful to refer to any existing job description that you have.
- **The demands of your job** - this part is set out under the individual factor headings which will be used to analyse your job later in the process. The definition of each factor is provided and there is a sample question of the type you will be asked by the Job Analyst during the interview. There is also a space for you to note down any aspect of your job that you consider to be relevant under each heading. Please give examples, where you can, to illustrate the information you give under each heading.
- **Any other relevant information** - this gives you the chance to provide any other information about your job which you feel is important in describing your job fully.

The job evaluation process is about the demands of your job, but not about you as an individual, nor about your performance in the job. Please bear this in mind when making your responses.

A few hints for completing the questionnaire

- Please read through the **whole** questionnaire first **before** attempting to complete it
- It might help to note down what you have done over the last few weeks in your job, or to keep a diary over the next few days
- Don't be surprised if it takes you a while to complete the questionnaire - set aside some time when you will not be interrupted and find a quiet space where you can concentrate.
- Don't worry if you find that some sections seem less relevant to your job than others. Please try to complete something in each part of the questionnaire even if you feel it is not particularly relevant to your job.
- Try to think how the factors relate to the **normal routine** of your job, and include examples of things that happen on a day to day basis. Avoid using examples of 'one-off' tasks you may have been asked to undertake.

All parts of the job evaluation process , including the questionnaire, are based on the accepted principles of job evaluation, as agreed by the Scottish Joint Council, specifically:

- **evaluate jobs not people** - evaluation is of the job and not of the jobholder
- **assume acceptable performance of the job** - the evaluation process assumes that the job is being performed to competent standard by a fully trained and experienced individual
- **evaluate jobs as they are now** - the evaluation should be based on job facts as it is undertaken at the current time, rather than how the job was done previously or how it may be done in the future.
- **evaluate actual job content, not perceptions** - the focus is on actual job content rather than assumptions or perceptions of the job, and does not consider desired level of pay, perceived importance, or issues of status sought or previously assigned.

The demands of the job will be assessed in terms of:

- the **nature** of the predominant demand of the job under each separate factor heading, i.e. which aspect of the factor definition is most relevant to the job
- the **degree** of demand, i.e. the extent to which that aspect of the job is required in the course of normal working
- the **frequency** of the demand, i.e. how often the demand is typically required of the jobholder
- the **duration** of the demand, i.e. how long the jobholder typically requires to sustain the demand.

JOBHOLDER QUESTIONNAIRE

PART 1 - GENERAL INFORMATION

Please refer to the accompanying guidance **before** attempting to complete this questionnaire

Full Name:	
SAP Number:	
Job Title:	
Service/Department:	
Team/Section:	
Line Manager's Name:	
Line Manager's Job Title:	

Position within your organisation

Please describe where your job sits in relation to others in your Team/Section, and to your Service/Department as a whole, if appropriate. If you can supply an organisation diagram to illustrate this, it would be useful. Please highlight your own position and indicate your immediate line manager and any staff who report directly to you.

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Please answer all of the questions that follow as they relate to your own job, and its normal day-to-day routine.

PART 2 - MAIN PURPOSE OF YOUR JOB

Please describe here, in general terms, the purpose of your job. Try to do this in one paragraph. It may be helpful to think how you would phrase an advert for your job.

The main purpose of my job is...

Please list the main elements of your job and, if possible, try to quantify (in percentage terms to the nearest 10%) the amount of time you spend on each. You may find it useful to refer to any job description that you have, in filling in this section. It may also be helpful to outline the main areas of your job as headings first, then develop these in greater detail.

The main elements of my job are:

**Percentage of
time
Approximately**

If you require more space please use an additional page

PART 3 - THE DEMANDS OF YOUR JOB

This section is set out under the 13 factor headings of the Scottish Joint Council's Job Evaluation Scheme:

FACTOR 1 - WORKING ENVIRONMENT

DEFINITION - *this factor considers the predominant physical environment in which the job is carried out.*

It covers exposure to disagreeable, unpleasant, uncomfortable or hazardous working conditions such as dust, dirt, temperature extremes and variations, humidity, noise, vibration, fumes and smells, human or animal waste, steam, smoke, grease or oil, inclement weather; and discomfort arising from the requirement to wear protective clothing.

The factor also considers hazardous aspects of the working environment which are unavoidable and integral to the job, such as the risk of illness or injury arising from exposure to diseases, toxic substances, machinery, lone working or work locations. Health and safety regulations and requirements are assumed to be met by both the employer and the employee.

The factor takes into account the nature and degree of unpleasantness or discomfort, the frequency and duration of exposure to particular conditions in the course of normal working; and the effect of variations or combinations of disagreeable conditions

QUESTION: What best describes the typical working environment of the job? Please tick:

Indoors

☐

Outdoors

☐

Travelling

☐

Please note down the nature of any unpleasant or disagreeable conditions, the amount of time exposed to these conditions in the course of normal working; and any other aspects of your job that you consider to be relevant under this factor heading:

If you require more space please use another page - please indicate which factor heading the additional information refers to

FACTOR 2 - PHYSICAL CO-ORDINATION

DEFINITION - *this factor considers the predominant demands for physical co-ordination required to do the job.*

It covers manual and finger dexterity, hand-eye co-ordination, and co-ordination of limbs and/or senses required in the course of normal working.

This factor takes into account the nature and degree of co-ordination required; and any need for speed or precision in undertaking the specified tasks

QUESTION: In the course of normal working, what is physical co-ordination needed MAINLY for? Please tick:

Keyboarding or other computer use

☐

Driving

☐

Other Activities

☐

Not required

☐

Please note down the nature of co-ordination required, and any other aspects of your job that you consider to be relevant under this factor heading:

If you require more space please use another page - please indicate which factor heading the additional information refers to

FACTOR 3 – PHYSICAL EFFORT

DEFINITION - *this factor considers the strength and stamina required to do the job.*

It covers all forms of physical effort required in the course of normal working, for example, standing, walking, lifting, carrying, pulling, pushing, working in awkward positions such as bending, crouching, stretching; for sitting, standing or working in a constrained position.

*The factor takes account of the **greatest** demands on the jobholder in terms of the nature and degree of physical effort required; and the other **main** demands in terms of the frequency and duration of the physical effort required to do the job.*

QUESTION: Does the job typically require physical effort? Please tick:

Lifting/carrying

☐

Applied physical effort

☐

Working in a
constrained position

☐

Pushing/pulling

☐

Working in awkward
postures

☐

Standing/walking

☐

Please note down the greatest and the other main demands for physical effort required to do the job - and any other aspects of your job that you consider to be relevant under this factor heading:

If you require more space please use another page - please indicate which factor heading the additional information refers to

FACTOR 4 – MENTAL SKILLS

DEFINITION - *this factor considers the predominant thinking requirement in the job.*

It includes problem solving, options appraisal, creativity and design, innovation, imaginative and developmental skills, analytical and strategic thinking, research, planning, and the ability to conceptualise.

The factor takes into account the predominant nature and complexity of the mental tasks undertaken.

QUESTION: Does the job involve forward planning or scheduling activities? Please tick:

No

☐

Yes, development of plans

☐

Yes, forward scheduling

☐

Yes, both scheduling and planning

☐

Please note down the predominant nature and complexity of the mental tasks undertaken- and any other aspects of your job that you consider to be relevant under this factor heading:

If you require more space please use another page - please indicate which factor heading the additional information refers to

FACTOR 5 - CONCENTRATION

DEFINITION - *this factor considers the concentration required to do the job.*

It covers the need for mental or sensory attention, awareness and alertness, and anything which may make concentration more difficult, such as repetitive work, interruptions or the need to switch between varied tasks or activities; and other forms of work related pressure, for example, arising from simultaneous/ conflicting work demands or deadlines.

The factor takes into account the nature and degree of the highest level of concentration required in the course of normal working; and the duration of the requirement.

QUESTION: On a day to day basis, which aspect of the job creates the **MOST** pressure for the jobholder? Please tick:

Repetitive work

☐

Switching from one thing to another

☐

Interruptions

☐

Deadlines

☐

Conflicting or simultaneous demands

☐

None of these

☐

Please note down the nature of the highest level of concentration required in the course of normal working, the duration of the requirement – and any other aspects of your job that you consider to be relevant under this factor heading:

If you require more space please use another page - please indicate which factor heading the additional information refers to

FACTOR 6 - COMMUNICATION SKILLS

DEFINITION - *this factor considers the most demanding requirement for spoken and written communication in the course of normal working.*

It covers oral, sign, linguistic and written communication skills such as informing, exchanging information, listening, interviewing, persuading, advising, presenting, training, facilitating, conciliating, counselling, negotiating, and advocacy.

*The factor takes into account the purpose of the communication, the sensitivity, complexity or contentiousness of the subject matter, and the nature and diversity of the intended audience. This factor considers communication with others, **not** with the jobholder's own colleagues or team.*

QUESTION: What best describes the communications **MAINLY** undertaken in the course of normal working? Please tick:

Spoken

☐

Written

☐

Both

☐

Please note down the purpose of the communication, the sensitivity, complexity or contentiousness of the subject matter, and the nature and diversity of the intended audience – and any other aspects of your job that you consider to be relevant under this factor heading:

If you require more space please use another page - please indicate which factor heading the additional information refers to

FACTOR 7 - DEALING WITH RELATIONSHIPS

DEFINITION - this factor considers the additional demands on the jobholder in terms of service delivery arising from the circumstances and/or behaviour of those he/she comes into contact with as an integral part of normal working.

It covers the interpersonal skills needed to deal with and/or care for other people (excluding the jobholder's immediate work colleagues) who are upset, unwell, difficult, angry, frail, confused, have special needs, are at risk of abuse, are terminally ill, or are disadvantaged in some way. It also considers the need to cope with abuse, aggression, the threat of violence, and/or to deal with conflict.

The factor takes account of the extent of dealing with such contacts in the course of normal working; and the frequency and duration of the contact.

QUESTION: For what PERCENTAGE of working time does the jobholder deal directly with demanding people? Please tick:

Up to 20%

☐

More than 20%
and up to 50%

☐

More than 50%

☐

Please note down the extent of dealing with such contacts in the course of normal working; the frequency and duration of the contact – and any other aspects of your job that you consider to be relevant under this factor heading:

If you require more space please use another page - please indicate which factor heading the additional information refers to

FACTOR 8 - RESPONSIBILITY FOR EMPLOYEES

DEFINITION - *this factor considers the predominant responsibility of the jobholder for the supervision, co-ordination or management of employees, or equivalent others.*

It includes responsibilities for work allocation and planning, checking, evaluating and supervising the work of others; providing guidance, training and development of own team/employees, motivation and leadership; and involvement in personnel practices such as recruitment, appraisal and discipline.

The factor takes account of the nature of the responsibility, rather than the precise numbers of employees supervised, co-ordinated or managed; and the extent to which the jobholder contributes to the overall responsibility for employees.

QUESTION: Does the jobholder have **RESPONSIBILITY** for the work of other employees? Please tick:

Yes, on an occasional basis

☐

Yes, on a daily basis

☐

Yes, on a regular, but not daily, basis

☐

Please note down the nature of responsibility for employees – and any other aspects of your job that you consider to be relevant under this factor heading:

If you require more space please use another page - please indicate which factor heading the additional information refers to

FACTOR 9 - RESPONSIBILITY FOR SERVICES TO OTHERS

DEFINITION - *this factor considers the jobholder's predominant responsibility to others in terms of the quality and delivery of service provision.*

It covers responsibilities for the provision of physical, mental, social, economic, business and environmental services, including health and safety. This includes services to individuals or groups such as internal or external clients, service users and recipients, customers, contractors, and members of the public.

The factor takes account of the nature of the responsibility and the extent of the jobholder's impact on individuals or group. For example, providing personal services, advice and guidance, or other forms of assistance; applying, implementing or enforcing regulations; or designing, developing, implementing and/or improving services or processes.

QUESTION: Which of the following best describes the responsibility for services to others in the course of normal working? Please tick:

Provision of support
services

☐

Personal delivery of
front-line services

☐

Applying regulations
or Council policy

☐

Please note down the nature of the responsibility; and the extent of the job's impact on individuals or groups – and any other aspects of your job that you consider to be relevant under this factor heading:

If you require more space please use another page - please indicate which factor heading the additional information refers to

FACTOR 10 - RESPONSIBILITY FOR FINANCIAL RESOURCES

DEFINITION - *this factor considers the jobholder's predominant responsibility for financial resources.*

It covers responsibility for cash, vouchers, cheques, debits and credits, invoices, and responsibility for the range of budgetary activities - including project, expenditure and income budgets, income generation and the generation of savings, assessments of risk/grants, loans/investments.

It takes into account the nature of the responsibility, for example, accuracy, processing, checking, safekeeping, security, authorising, monitoring, accounting, auditing, budgeting, estimating, business and financial planning, control and long term development of financial resources. It also takes into account the need to ensure economy, efficiency and effectiveness in the use of financial resources, and the need to ensure financial probity.

The factor takes into account the extent to which the jobholder contributes to the overall responsibility, rather than just the value of the financial resources.

QUESTION: Does the job involve responsibility for budgets? Please tick:

NO

☐

YES

☐

Please note down the extent to which the job contributes to the overall responsibility, and the value of the financial resources – and any other aspects of your job that you consider to be relevant under this factor heading:

If you require more space please use another page - please indicate which factor heading the additional information refers to

FACTOR 11 - RESPONSIBILITY FOR PHYSICAL AND INFORMATION RESOURCES

DEFINITION - *this factor considers the jobholder's primary and secondary responsibilities for the Council's physical and information resources.*

It covers tools, equipment, instruments, vehicles, plant and machinery, materials, goods, produce, stocks and supplies, paper based or electronic information used in the course of normal working. It also covers responsibility for offices, buildings, fixtures and fittings; Council databases, information systems and records; land and construction works.

It takes into account the nature of the jobholder's primary responsibility for resources and any secondary responsibility, for example, safekeeping, confidentiality and security; deployment and control; maintenance and repair; requisition and purchasing; planning, organising, or design and long term development of physical or information resources.

The factor takes into account the degree to which the jobholder contributes to the overall responsibility; and the value of the resource.

QUESTION: What is the MAIN responsibility for physical or information resources involved in your job? Please tick:

Plant, vehicles, equipment
and/or tools

☐

Buildings, premises, external
locations or equivalent

☐

Information

☐

Supplies and/or stocks

☐

Please note down the resources which you have a responsibility for – and any other aspects of your job that you consider to be relevant under this factor heading:

If you require more space please use another page - please indicate which factor heading the additional information refers to

FACTOR 12 - INITIATIVE AND INDEPENDENCE

DEFINITION - *this factor considers the jobholder's scope to exercise initiative and the extent to which they have freedom to act.*

It takes into account the predominant nature and degree of supervision and guidance of the jobholder provided by instructions, procedures, practices, checks, policy, precedent, regulation, strategy and statute.

QUESTION: What best describes the type of initiative you are required to exercise in the course of **NORMAL** working? Please tick:

Working to
instructions

☐

Following routine
working practices

☐

Following established
procedures

☐

Working within
policy guidelines

☐

Working within the framework
of Council policy

☐

Please note down the extent to which you exercise initiative in the course of normal working; and the type and extent of guidance available to you – and any other aspects of your job that you consider to be relevant under this factor heading:

If you require more space please use another page - please indicate which factor heading the additional information refers to

FACTOR 13 - KNOWLEDGE

DEFINITION - this factor considers what the jobholder predominantly needs to know to do the job.

It covers all practical, procedural, technical, specialist, policy and organisational knowledge required for the job, including knowledge of equipment and machinery, numeracy and literacy, culture and techniques, ideas, theories and concepts necessary to do the job.

*It considers the **minimum** qualifications or experience which will **typically be needed** to do the job, but does not take into account qualifications specified as a recruitment criteria to fill the post. These minimum qualifications and experience will therefore **not necessarily** be those held by any individual jobholder.*

QUESTION: What best describes the type of knowledge needed to do the job? Please tick:

Practical	<input type="checkbox"/>	Technical	<input type="checkbox"/>	Specialist	<input type="checkbox"/>	Procedural	<input type="checkbox"/>
Organisational	<input type="checkbox"/>	Clerical	<input type="checkbox"/>			Administrative	<input type="checkbox"/>

Please note down the breadth, and complexity of knowledge required; the depth of understanding needed – and any other aspects of your job that you consider to be relevant under this factor heading:

If you require more space please use another page - please indicate which factor heading the additional information refers to

PART 4 - ANY OTHER RELEVANT INFORMATION

Please use this page to provide any other information that you consider to be relevant in considering the content of the job:

Many thanks for taking the time to complete the questionnaire which will be used only for job evaluation purposes. We would like to emphasise that its contents will be treated confidentially.