



**Briefing for Managers
Understanding the Job Overview Document
(JOD)**

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Briefing Content

This briefing session is to provide with information on the following topics:

- The Project Overview
- Your responsibilities as a Manager - verification of job facts.
- Job Evaluation Software, Gauge+
- Job Overview Document
- JOD Process – reaching consensusor not
- Documents required.
- Questions



Project Overview

Job Evaluation Project

PREPARATION
Training briefings
Collate job info
Categorise roles & job families
Agree process & procedure for both job families & job evaluation
Set up admin systems



INFORMATION GATHERING
Jobholders complete questionnaires
Interview schedule
Verification of job facts
Finalise evaluations



Pay Modelling & Implementation

MODELLING AND COSTING
Develop grade structure options
Model & cost pay structure options
Model assimilation costs



IMPLEMENTATION
Terms & conditions
Payroll migration
Notification of results

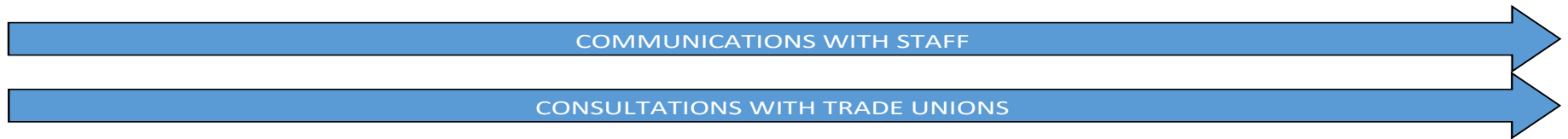


Outcome

NEW PAY & GRADING STRUCTURE FOR GCC

Project Start-up

Implementation Date



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SJC Scheme for Local Government Employees

- ❑ We will be using the 3rd Edition of the JE Scheme endorsed by the Scottish Joint Council for Local Government Employees – which has been updated and amended to ensure compliance with the 2010 Equality Act
- ❑ Jobs are assessed under a framework of 13 factor headings which encompass the full range of demands in the job population
- ❑ We use the Cosla evaluator software to capture information about the role from the jobholder
- ❑ The software, Gauge + generates the Job Overview Document (JOD)
- ❑ Manager and the jobholder review the JOD to ensure it's a true reflection of the role



13 Factor Headings

- Working Environment
- Physical Co-ordination
- Physical Effort
- Mental Skills
- Concentration
- Communication Skills
- Dealing with Relationships
- Responsibility for Employees
- Responsibility for Services to Others
- Responsibility for Financial Resources
- Responsibility for Physical & Information Resources
- Initiative & Independence
- Knowledge



Role of the Line Manager

- ❑ Ensure Benchmark jobholders have the time and facilities to complete the JE Questionnaire
- ❑ To facilitate the attendance of the Benchmark Jobholder at the discussion with Job Analysts; and also a colleague doing the same job to accompany the Benchmark Jobholder at the discussion, if they are not accompanied by a Trade Union representative
- ❑ Review Job Overview Document (JOD) to ensure factual accuracy; and help place jobs in context relative to the rest of the team
- ❑ Ensure jobs are neither overstated nor underplayed
- ❑ Agree, by consensus, the content of the Job Overview Document (JOD) with the Jobholder(s)



The Evaluator Software

- ❑ Provides a structure for the discussion between Jobholders and Job Analysts
- ❑ Ensures consistency of approach and that no assumptions are being made
- ❑ Questions and answer options are based on the level definitions of the SJC JE Scheme
- ❑ Answers chosen help determine the nature, degree, frequency and duration of demand under each of the factor headings
- ❑ Job Overview Document (JOD) summarises the questions asked, the answers chosen, and examples from the helpscreens which contain the definitions and guidance of the factors



Job Overview Document - Summary

Working Environment

In the course of normal duties, the job predominantly involves working outdoors, exposed to all weathers, (i.e. the jobholder cannot stop work due to adverse conditions, e.g. school crossing patroller). with exposure to very disagreeable or hazardous conditions, substances and/or odours e.g. waste - cleaning incontinent clients, or dirt - working in live traffic - digging trenches, or wearing heavy protective clothing such as breathing apparatus/fire retardant suit. Exposure to these conditions can be for up to 20% of working time.

Comments:

Responsibility for Physical and Information Resources

The jobholder's primary responsibility for physical resources is for paper based and/or electronic data or information. His/her main role in this is accessing (i.e. interrogation, analysis and verification of information) personal files or records. This primarily involves data input. This refers to data entry, transfer and collation etc. The jobholder also has responsibility for plant, vehicles, equipment and/or tools which he/she has to use to do the job and keep safe. This includes cleaning of equipment or daily checks etc. Individual resource items are typically moderately expensive. (In this context "moderate" includes for example, electronic equipment such as a laptop/docking station, tablet, printer, scanner; a vacuum cleaner, food mixer, slicing machine, pedestrian lawnmower, chainsaw, cement mixer etc.).

Comments:



Working Environment

1399

FIRST FACTOR: The next few questions are about the "Working Environment" OF THE JOB, to find out whether the jobholder has to work outside and/or is exposed to any disagreeable, unpleasant, or hazardous conditions as a necessary part OF THE JOB.

Factor definition for WORKING ENVIRONMENT This factor considers the physical environment in which the job is carried out. It includes 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 the 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.

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Nature

Does the job PREDOMINANTLY involve working outdoors?

1321

"CAN TAKE SHELTER" means the jobholder can undertake alternative duties in an indoor or sheltered environment to avoid adverse weather, for example, a gardener can continue working in the nursery when it is too wet to work outside. "EXPOSED TO ALL WEATHERS" means the jobholder CANNOT stop work due to adverse conditions, for example, school crossing patroller.

No

No, but involves travelling between different locations or premises

Yes, and involves travelling between different locations or premises

Yes, but sheltered (e.g. in a driver's cab, in a bothy, etc.)

Yes, but can take shelter to avoid adverse weather

Yes, and exposed to all weathers



Degree

1325

Does the JOB also involve exposure to ANY OTHER unpleasant, disagreeable or hazardous conditions?

Any matters covered by Control of Substances Hazardous to Health (CoSHH) are deemed to be hazardous to a certain extent, ranging from mildly disagreeable to very hazardous.

No

Yes, unpleasant



Yes, unpleasant and mildly disagreeable



Yes, disagreeable or mildly hazardous



Yes, very disagreeable or hazardous



"VERY DISAGREEABLE OR HAZARDOUS" conditions would include being exposed to waste, dirt, working in live traffic, etc, e.g. cleaning incontinent clients/changing colostomy bags, digging road trenches or being required to wear heavy protective clothing such as breathing apparatus or fire retardant clothing.

Yes, extremely disagreeable or very hazardous



Frequency and Duration

1323

For what proportion of working time does the job involve ACTUAL exposure to these conditions?

Consideration should be given to the normal cycle of work of the job to identify an appropriate period of time from which to determine the "proportion" during which the jobholder is exposed, for example, part of: a shift, a day, a week, a month, quarterly, annually etc.

Up to 20%

Over 20% and up to 40%

Over 40% and up to 60%

Over 60% and up to 80%

Over 80%



Responsibility for Physical & Information Resources

1299

NEW FACTOR: The next few questions are to establish the jobholder's direct "Responsibility for Physical and Information Resources". Choose the type of resource for which the jobholder has greatest responsibility from the list in the next question.

RESPONSIBILITY FOR PHYSICAL AND INFORMATION RESOURCES This factor considers the jobholder's primary and secondary responsibilities for the Council's physical and information resources. It includes tools, equipment, instruments, vehicles, plant and machinery, materials, goods, produce, stocks and supplies, manual or computerised 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 physical or information resources.

OK



Primary Responsibility Nature

What TYPE of physical or information resource does the jobholder have PRIMARY responsibility for? 1201

"PRIMARY" refers to the main resources for which the jobholder is responsible in the course of normal working, i.e. in terms of the FREQUENCY AND/OR DURATION with which the jobholder uses/deploys/utilises/maintains/repairs/secures/manages/adapts/designs/develops/purchases etc these resources. This need not relate to the overall value of specific resources. There will be an opportunity at a later question to identify any resources for which the jobholder has a SECONDARY responsibility which refers to resources for which the jobholder has LESS responsibility in terms of the frequency and duration with which the jobholder is required to exercise responsibility, NOT to resources which are of lesser value.

Plant, vehicles, equipment and/or tools

Information i

"INFORMATION" refers to paper based or electronic information systems as a resource, for example, database, filing system, records, reference materials/library. The jobholder's responsibility covers activities such as data input, filing, maintenance and creation or development of information resources; and those relating to the Council's obligations in respect of Data Protection regulations and Freedom of Information requests, rather than simply referring to the information to carry out day to day tasks.

Buildings, premises, external locations or equivalent

Supplies and/or stocks

None



Nature

What is the NATURE of the jobholder's RESPONSIBILITY for information as a resource?

1203

Care should be taken to set the jobholder's responsibility in context and ensure the job's place in the organisational hierarchy is understood; and that the job's responsibilities are assessed in relation to those of the immediate line manager, senior management, Head of Service etc but also in relation to the responsibilities of colleagues and subordinates.

Handling, processing and/or updating files or records



Accessing files or records



"ACCESSING" refers to the interrogation, analysis and verification of information, which requires the jobholder to have a full working knowledge of the subject matter.

Organising and maintaining filing and/or record systems



Developing and/or managing information or record systems



Nature

1207

What is the NATURE of the information dealt with by the jobholder in the course of normal working?

"PERSONAL" i.e. information pertaining to specific individuals "CONFIDENTIAL OR COMMERCIALY SENSITIVE" i.e. information pertaining to organisational matters or the business context

Routine

Personal

Confidential or commercially sensitive



Degree

What is involved in dealing with this information?

1211

"DATA INPUT" refers to data entry, transfer and collation, which may not require the jobholder to have a full working knowledge and appreciation of the information. "CREATING AND/OR UPDATING" refers to determining the need for new/additional files to be opened, compiling information and determining its relevance, which requires the jobholder to have a full working knowledge and appreciation of the information. "KEEPING RECORDS" refers to the responsibility for maintaining records kept by the Authority for statutory purposes.

Data input

Filing

Creating and/or updating files

Keeping records



Secondary Responsibility

Nature

1201b

What OTHER type of physical or information resource does the jobholder ALSO have responsibility for?

This question refers to the jobholder's SECONDARY resources for which the jobholder has LESS responsibility in terms of the frequency and duration with which the jobholder is required to exercise responsibility, NOT to resources which are of lesser value.

Plant, vehicles, equipment and/or tools

Buildings, premises, external locations or equivalent

Supplies and/or stocks

None



Degree

1202b

Does the jobholder have to use, maintain or manage ANY equipment, tools, etc. AS PART OF THE JOB?

Care should be taken to set the jobholder's responsibility in context and ensure the job's place in the organisational hierarchy is understood; and that the job's responsibilities are assessed in relation to those of the immediate line manager, senior management, Head of Service etc but also in relation to the responsibilities of colleagues and subordinates.

Yes, use and safe keeping



"USE AND SAFEKEEPING" i.e. proper use of equipment, tools, plant and machinery in accordance with manufacturers instructions and any relevant training. This includes reporting of faults as appropriate. Proper shut-down and storage of equipment, tools, plant and machinery when not in use, including securing items if necessary, for example, closing down a PC at the end of the working day, returning mobile plant to depot, securing chemicals in locked cupboard, handing in keys to security etc.

Yes, maintain



Yes, use and maintain

Yes, manage



Degree

1225b
What is the equivalent value of a SINGLE piece of equipment or tool TYPICALLY used in the course of normal working?

NOTE - Do NOT total the value of all items used. "MODERATE" for example, electronic equipment such as laptop/docking station, tablet, printer, vacuum cleaner, food mixer, pedestrian lawn mower, scanner, chainsaw, cement mixer, slicing machine etc. "EXPENSIVE" for example, a car, (used only for Council purposes), a minibus or transit van (used for transporting passengers or goods), industrial dishwasher, ride-on mower, equivalent value workshop equipment, etc. "VERY EXPENSIVE" for example, heavy plant, a refuse lorry of similarly adapted large vehicle, an mainframe computer ICT system/bank of servers (where the jobholder has active responsibility for its operation), responsibility for a dedicated in-house printing system or operation.

Moderate

Expensive

Very expensive



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Comments:



Next Steps

Copies of the JOD will be issued to Jobholders and Line Managers at the same time. Each will be asked to consider the content of the JOD and any amendments they might wish to make. The Jobholder and Line Manager should then take time to discuss the document and agree any amendments required.

When discussing the content of the JOD the Jobholder and Line Manager should bear in mind the accepted principles of good job evaluation practice:

- evaluate jobs not people
- assume acceptable performance of the job
- evaluate jobs as they are now
- evaluate actual job content, not perceptions



Key points

- Look at the JOD, ensure that nothing significant is omitted and that the content reflects the job facts.
- Look at the examples in the text of the JOD, consider how this job interfaces with subordinates, peers, supervisors/managers. Is this accurately reflected in the text ?
- Look at the percentage of time this is carried out, does this seem appropriate when considered over the year as a whole?



JOD Consensus form & Requirements

Job Overview Document Consensus Form



To:	Job Evaluation Team
From:	<JOB HOLDER NAME>
Job Reference	<EVALUATION NUMBER?>
Job Title	<ACCEPTED POSITION TITLE>
Service and Section	<SERVICE AND SECTION>
Line Manager's Job Title	<LINE MANAGE JOB TITLE>

Part A	
<i>We return the initial Job Overview Document the contents of which we have been agreed reflect the role as undertaken by the individual Job Holder.</i>	
Jobholder's Signature:	
Line Manager's Signature:	
Date:	

Part B	
<i>We consider that the following amendments are required to the initial Job Overview Document We have discussed and agreed these amendments with the Analyst who conducted the original evaluation.</i>	

Jobholder's Signature:	
Line Manager's Signature:	
Date:	

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More Information

Please refer to the website: www.glasgow.gov.uk/jobevaluation

- Guide to the output of the JOD
- JE Questionnaire and Factor Framework
- ACAS Booklet on Job Evaluation
- FAQs
- Regular newsletters on progress of Job Evaluation

Enquiries can be made directly to the Senior Analyst who interviewed your staff member or JE-SUPPORT@glasgow.gov.uk

