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|  | DUMFRIES AND GALLOWAY HOUSING PARTNERSHIP |
| Department: Human Resources | Policy name: Job Evaluation Policy |
| Effective date: 1 st March 2016 | Policy number: 0001 |
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| Policy owner: | Policy Approval date: 1 st March 2016 |
| 1. INTRODUCTION i. The purpose of this policy is to set out the approach Dumfries and Galloway Housing Partnership (DGHP) takes in using job evaluation to determine salaries for posts in the organisation. | |
| 2. SCOPE i. This document provides information on the overall approach and process to job evaluation. ii. In addition to this document, there is a supporting Job Evaluation Scheme which includes full details on the job evaluation framework in operation at DGHP iii. The policy is applicable to all roles with DGHP but excludes executive team members. iv. Executive Team member's salaries are derived from an independent benchmarking exercise. For more information please see the Salary Setting Policy | |
| 3. BASIC PRINCIPLES i. This policy aims to provide a fair, transparent and consistent approach to determining salaries for posts in the organisation. This ensures that the pay system delivers equal pay for work of equal value and jobs are fairly graded. | |
| 4. RESPONSIBILITIES <ul style="list-style-type: none"> ▪ General responsibilities are outlined in this section for: i. Responsibilities of EMT The Executive Management Teams responsibilities include, but are not be limited to: <ul style="list-style-type: none"> ▪ adhering to the Job Evaluation process as outlined in this policy; ▪ reviewing the Job Evaluation policy in line with the policy review dates and ensuing the policy is reflective of practice; ▪ reviewing the outcomes of the Evaluation Panel in a timely manner; ▪ providing feedback from the Evaluation Panel decision to the line manager/employee ▪ ensuring that the Job Evaluation panel meets every six months to review ad-hoc requests on a regular basis; ▪ conduct the organisation wide job evaluation exercise at appropriate intervals; and ▪ managing any appeals in line with the process outlined by this policy | |

ii. **Responsibilities of the Line Managers**

The line managers responsibilities may include, but will not be limited to:

- adhering to the Job Evaluation process as outlined in this policy;
- submitting requests to the Evaluation Panel when required in a timely manner;
- liaising with the job holder(s) and effectively communicate the outcomes of the Evaluation Panel;
- providing any evidence, examples or information about the role being evaluated as requested by the Evaluation Panel; and
- if applicable, exercise the right to appeal via the process outlined in this policy

iii. **Responsibilities of the Employees**

The employees responsibilities may include, but will not be limited to:

- adhering to the Job Evaluation process as outlined in this policy;
- liaising with their line manager where they believe an ad-hoc Job Evaluation exercise is required;
- providing any evidence, examples or information about the role being evaluated as requested by the Evaluation Panel; and
- if applicable, exercise the right to appeal via the process outlined in this policy

5. POLICY

iv. **What is job evaluation?**

The purpose of Job Evaluation is to determine the relative value of posts at DGHP. The process of job evaluation involves assessing each post against the Job Evaluation Framework outlined in this manual. The posts are then ranked and appropriate salaries are determined from the process.

A job evaluation scheme therefore:

- is a consistent method for calculating the internal value of jobs in comparison to each other;
- is a way of assessing individual jobs objectively;
- helps to ensure that salaries for posts are set fairly, avoiding potential prejudice or discrimination; and
- is a factor based scheme which posts are assessed against and provides roles with a total job evaluation score which identifies a hierarchy of jobs within an organisation.

It should be noted that although job evaluation is a method for determining salaries for posts in an organisation:

- it does not take account of factors such as; performance (individual or organisation) or the market for salaries of similar posts in other organisations; or
- the output of a job evaluation exercise also only identifies how posts should be grouped (i.e. allocated to salary bands). There is no direct link to a salary provided to a post based on the number of points awarded in a job evaluation scheme.

v. **The DGHP job evaluation scheme**

DGHP has used job evaluation to allocate posts to salary bands since the previous scheme was introduced in 2006. However, in line with best practice approaches to periodically reviewing policies and procedures, in 2015 DGHP completed a review of the job evaluation scheme which included a number of improvements to the factor plan. Below are full details on the following areas of the DGHP job evaluation scheme:

- the factors used in the DGHP job evaluation scheme;
- the approach to completing job evaluations;
- types of evaluations;
- the Evaluation Panel; and
- Job Evaluation Appeals Process

vi. **The factors used in the DGHP job evaluation scheme**

The DGHP Job Evaluation Scheme includes assessing posts against eight factors which are weighted to reflect DGHP as a Housing Association and the importance it places on the services it provides to its customers. The Factors and associated weighting are as follows:

1. Knowledge, Skills and Experience (17.5%)
2. Autonomy and Decision Making (17.5%)
3. Innovation and Complexity (10%)
4. Representing DGHP (17.5%)
5. Responsibility of Financial Resources (15%)
6. Responsibility of Non-Financial Resources (7.5%)
7. Responsibility for Employees (10%)
8. Work Environment/Physical Challenges (5%)

Each of the eight factors include six different degrees. The degrees illustrate the post's elements in terms of; seniority, responsibility, time or effort etc. The degrees are graded one to six; with one being a foundation level and six being the most advanced. When job evaluations are completed, a post will be awarded a degree in each of the eight factors. Each degree is linked to a different number of points.

The weighted sum of all points across all eight factors equate to the total job evaluation score for an individual post. For full details on the eight Job Evaluation factors, please see the full factor plan.

vii. **The approach to completing job evaluations**

Job Evaluations will be completed in the following circumstances:

- periodically as part of whole organisation reviews;
- when a new post is created;
- when a post in existence has changed significantly in terms of tasks or responsibilities (i.e. ad-hoc evaluations)

The approach to completing evaluations is the same for all three circumstances and includes the following stages:

1. The line manager completes and authorises the required documentation (job description and person specification and staff structure) for the relevant post and submits to the Evaluation Panel.
2. The post is evaluated by the Evaluation Panel – the line manager may be contacted by the Evaluation Panel during the evaluation process to answer any points of clarification.
3. The output score from the evaluation is used to determine which salary band the post should be allocated to.
4. The Executive Management Team (EMT) review and authorise/challenge the Evaluation Panel's decision.
5. The employee receives a letter confirming the outcome of the Evaluation Panel and EMT authorisation.
6. The employee can exercise the right to appeal once the above stages have been completed.

It should be noted that when completing evaluations:

- all evaluations are based on the post itself rather than any individual employee;
- the evaluations do not take into account the performance of the post holder;
- Job evaluation is based on the premise of satisfactory job performance (i.e. the competent performer) and not what could be achieved or what could go wrong in the post.

viii. **Types of evaluations**

There are three types of evaluations that will be completed for posts at DGHP. The circumstances in which these evaluations take place are detailed below:

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| Periodic whole organisation reviews | DGHP will complete re-evaluations of all posts in the organisation on a periodic basis when appropriate. Whole organisation evaluations are not expected to be completed more frequently than every eight years. |
| New posts | From time to time DGHP will create new posts under such circumstances as restructure exercises or where the need for a new role is identified. All new roles will be evaluated under the DGHP Job Evaluation Scheme and a suitable salary determined before the Board is asked to approve the addition of that post to the Establishment. |
| Ad-hoc requests | There may be occasions when the responsibilities and scope of a role have changed necessitating the need for a re-evaluation of the role (outside of the normal whole organisation cycle). Ad-hoc requests for re-evaluations of posts can be made by post holders and line managers to the Evaluation Panel. The Evaluation Panel and EMT will then decide whether a re-evaluation should take place. Please note that: |

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| | <ul style="list-style-type: none"> the post holder and line manager need to agree that the post requires a re-evaluation, before the request is made to EMT; only one request can be made per calendar year for a post to be re-evaluated; re-evaluations can result in evaluations moving down, as well as up. |
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ix. **Evaluation Panel**

As detailed above, job evaluations at DGHP are completed by an Evaluation Panel. When completing evaluations, the Evaluation Panel will include:

- a senior staff member from DGHP (i.e. member of the EMT or a member of the HR team) – please note that the EMT member will not be from the directorate of the post being evaluated;
- an independent advisor (i.e. non-DGHP employee or board member)

The Evaluation Panel has been designed to enable DGHP to complete evaluations quickly and efficiently. Including a member from the EMT ensures that the Panel has sufficient knowledge of DGHP and the role being evaluated. The independent advisor's role is to provide objectivity to the process and ensure that evaluations are being completed in a fair and consistent manner.

The Evaluation Panel may choose to contact the line manager of the post being evaluated. This is to ensure that any queries or points of clarification the Panel has can be answered during the evaluation process.

The Evaluation Panel will be scheduled to meet every six months to review any new or ad-hoc requests for evaluations. The Evaluation Panel may at times choose to meet more frequently when required (e.g. to respond to urgent requests).

x. **Communication**

As part of our commitment to transparency, all employees affected by the proposed evaluation of each role will be kept informed of progress of the evaluation as well as the outcome.

xi. **Implementation and salary protection**

All relevant staff will be assimilated into the new grades following a job evaluation. Where staff are paid more than the upper limit for their grade following a job evaluation, their current level of pay will be protected for 12 months.

xii. **Job Evaluation Appeals Process**

DGHP operates an appeals process for times when a member disagrees with the degrees awarded from the job evaluation of their post. Details on the appeals process are provided below:

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| Grounds for an appeal | <p>Appeals will only be considered on the following grounds:</p> <ul style="list-style-type: none"> elements of the job have not been considered, or have not in the appellant's view been weighted sufficiently during the evaluation process leading to an incorrect degree award under one or more factors; the appeal must relate to evaluation of the post, and not to the salary |
| Submission of the appeal | <p>Appeals should be made in writing to the Human Resources department, marked confidential. Written appeals should:</p> <ul style="list-style-type: none"> clearly state which factors the appeal relates to; clearly set out the grounds for the appeal against the relevant factors; include sufficient evidence/supporting information to support the appeal |
| Consideration of the appeal | <p>The Evaluation Panel will be asked to outline the reasons for the original decision and determine whether any changes to the original evaluation are required. This information will be provided to the person hearing the appeal so that they can make an informed decision on the appeal.</p> <p>At this stage the functional head will be required to submit their views on the original evaluation and appeals grounds</p> |
| Appeals Panel | <p>The appeal will be heard by an independent party that has not yet been involved in the job evaluation process. In most cases the appeal will be heard by the Chief Executive (or member of the EMT) and a HR representative or DGHP's in-house solicitor and a representative of the Trade Unions.</p> <p>Any person hearing the appeal will be trained in the operation of the job evaluation scheme.</p> <p>The Appeals Panel will consider the information presented and make their final decision after due consideration of the appeal hearing and the re-evaluation of the factors by Evaluation Panel. A majority decision will be acceptable.</p> <p>The decision of the Appeals Panel is final and all records will be held by the Human Resources department.</p> <p>The decision on the appeal will be communicated to the post holder(s). This will include the general views provided by the functional head during the appeals process.</p> |

6. GOVERNANCE AND REGULATION

- i. This policy is the responsibility of the Executive Management Team. It will be kept under constant review. Changes will be agreed with employee representatives and will be considered with regards to external good practice, legislation and the needs of the organisation.

- ii. The policy is due for formal review every two years and the next review will occur in March 2018.

7. SANCTIONS

- i. Any breaches of this policy will be treated seriously. The DGHP Disciplinary Policy and a range of disciplinary sanctions may be applied where misconduct of the policy occurs.
- ii. Staff that become aware of breaches to, or deliberate failure to follow this policy, should report it to the EMT. Non-compliance with this policy without the mitigation of exceptional circumstances will be seen in itself to constitute poor performance.

8. RELATED/REFERENCED POLICIES

- Equality and Diversity Policy;
- Remuneration Policy;
- DGHP Pay Grades document;
- Job Evaluation Scheme and full eight factor plan

Dumfries and Galloway Housing Partnership

Job Evaluation Framework Guidance

DRAFT

Introduction

The DGHP Job Evaluation scheme was reviewed and amended in the autumn of 2015 with support from Altair Ltd. It remains based on the historic approach to Job Evaluation which has been in place at DGHP since 2007. This new scheme includes some updates to reflect best practice and changes in legislation; it also makes the evaluation process more efficient to manage.

The purpose of Job Evaluation is to determine the relative worth of posts at DGHP. The process of Job Evaluation involves assessing each post against the Job Evaluation Framework outlined in this manual. The posts are then ranked and appropriate salaries are determined from the process.

This guidance document outlines the DGHP Job Evaluation framework as well as how the process is managed.

Job Evaluation Framework

DGHP's Job Evaluation Framework includes eight factors which are:

1. Knowledge, Skills and Experience
2. Autonomy and Decision Making
3. Innovation and Complexity
4. Representing DGHP
5. Responsibility of Financial Resources
6. Responsibility of Non-Financial Resources
7. Responsibility for Employees
8. Work Environment/Physical Challenges

Each of the eight factors include a six different degrees. The degrees illustrate the post's elements in terms of; seniority, responsibility, time or effort etc. The degrees are graded one to six; with one being a foundation and six being the most advanced. When evaluations are completed, a post will be awarded a degree in each factor. Each degree is weighted to a different number of points. The weighted sum of all points across all factors equate to the total Job Evaluation score for a particular post.

Job Evaluation Process

Job Evaluations will be completed in the following circumstances:

- When a new post is created
- When a post in existence has changed significantly
- Periodically as part of whole organisation reviews

The Job Evaluation process includes the following stages:

- The line manager completes and authorises the required documentation (job description and person specification) for the relevant post, and after gaining authorisation from the post's director, submits to the Evaluation Panel.
- An Evaluation Panel is held once every 6 months where the Panel review the documentation and confirm the Job Evaluation score
- The Executive Management Team review and authorise/challenge the Evaluation Panels decision
- The employee receives a letter confirming the outcome of the Evaluation Panel and EMT authorisation

- There is right to appeal once this process has been completed

Rules of Evaluation

When a post is being evaluated under DGHP's Job Evaluation Framework, all evaluations are based on the post itself rather than any individual employee. The evaluations do not take into account the performance of the post holder.

Job evaluation is based on the premise of satisfactory job performance – not what could be achieved or what could go wrong. As an example, if you look at the accountability of a safety professional or a care home manager you could judge it to be very high – if they did their job badly the risk and cost to the organisation could be huge. That is an overstatement of accountability – for a competent performer the measure is what resources they are accountable for in a normal, competent, situation.

The Job Evaluation process assists in the grouping of posts of similar value together. It does not set out the pay for the job. Job Evaluation is an important element within the salary setting process as it helps ensure consistency and fairness. There are no direct salary implications based on the number of points scored.

FACTOR 1 - KNOWLEDGE, SKILLS AND EXPERIENCE

This factor assesses the level, breadth and range of knowledge and skills required before a person could be expected to carry out the job. It covers all technical, specialist, procedural, theoretical, professional and organisational knowledge required for the job. It recognises that knowledge and skill can be acquired through practical and on-the-job learning, as well as by experience, formal education and training. The factor also recognises continuing professional development and updating of the relevant level of knowledge and skills.

Factor degrees

1. Work consists of a limited range of tasks requiring a basic level of literacy and numeracy and/or basic equipment operating skills or other practical/physical co-ordination skills. No specific skills or qualifications are required. Competence is usually gained immediately or after a brief induction period.
2. Simple range of routine tasks or assignments that may be repetitive in nature. Routine letters, clerical work or calculations; or ability to operate simple equipment/machines/computers. Involves the application of confirmed procedures. Competence usually gained quickly following an induction and basic training.
3. Sound understanding of procedure(s) that involves a degree of complexity. Ability to prepare more advanced documents/reports; identify errors; conduct basic research or extract information; carry out more complex calculations, or high level of specialist or technical skills in operating equipment/systems. This knowledge is acquired through formal training or equivalent experience.
4. Work requires thorough procedural knowledge / skills in a specialised area. This will have been accumulated over time and gained via a qualification or work experience. Advanced activities in either one function or more functions that require detailed knowledge or skills in one or more specialist disciplines. Continuing professional development is a requirement key for the role.
5. Work requires advance technical/commercial/professional knowledge and skills in a specialist discipline or range of disciplines, equivalent to degree level training. Post holders are likely to have worked in a relevant environment for a substantial period. Continuing professional development is essential to fulfil role.
6. Work requires a high level of professional knowledge/proficiency in specialist area(s) where the job holder is normally required to provide definitive expertise sufficient to meet organisational needs. Work is complex and diverse in nature, post holder is expert in field, and must continually develop professional experience and knowledge. Equivalent to a post-graduate or professional qualification, together with considerable work experience.

FACTOR 2 - AUTONOMY AND DECISION MAKING

This factor measures the level of autonomy of a post and the level of accountability the post holder has in acting on their own initiative. This may be due to the specialist nature of the post, if guidance is not readily accessible or because of job isolation. This factor measures decision making responsibilities, including the frequency and level of decisions made, and to what extent decisions and autonomy are restricted by other factors (policies, management, etc.). The factor assesses the impact of any decisions on the organisation and takes account of the probable effect of errors of judgement and the pressures of complex decision making.

Factor degrees

1. Post has little to no autonomy to vary procedures or actions. Work is carried out with clearly defined instructions / procedures with minimal permitted variation. Job holder works with close supervision and is expected to refer non-routine issues to readily accessible line managers who closely supervise.
2. Job involves making few, minor decisions of a routine nature involving straightforward job related facts / situations, the outcomes of which have a limited impact. Clear, established procedures exist with limited scope for variation. Manager is readily available, but job holder may have to use initiative or consult with colleagues for advice on occasion. Errors would be picked up quickly and be able to be corrected.
3. The post is required to make a range of decisions involving facts/situations that may require analysis, or checks against well-defined procedures. Errors can be detected, but could lead to minor problems potentially extending outside the function. Contact with line manager may not be readily available so the jobholder can act independently, using initiative regularly and organise own workload. Manager is available for guidance of more serious issues.
4. Job holder organises own workload, may work independently and use initiative regularly. Decision making is frequent, involves a range of facts which require analysis, or are based on undefined procedures requiring comparisons with previous situations. Unusual matters are discussed with a manager, senior, or external guidance source before a decision is taken. Decisions may affect departments/people outside the function, with errors unlikely to be detected in advance of effects.
5. Uses discretion and initiative over a broad activity area. The post holder may contribute to major decisions affecting plans, policies, and programmes of DGHP. Decisions are complex; require analysis, interpretation and reasoned judgements based on an understanding of the issues involved or a thorough examination of the facts. Decisions are not easy to reverse and will affect other functions. Errors may not be apparent until the effect materialises, which could be long term and have considerable impact. The post holder works independently, reporting only abnormal problems to the line manager.

6. The post holder works independently, using own initiative in all aspects of work, with minimal direction. Decisions involve highly complex facts/situations requiring analysis, interpretation and comparison of a range of options. The post holder makes major decisions which could affect the whole organisation or large function, either independently or after senior level discussions. The post is responsible for making recommendations to Boards/Committees. Responsibility for major decision-making affecting aspects of the management of DGHP. Most errors are undetectable in advance and may be difficult or impossible to rectify, having serious impact.

FACTOR 3 - INNOVATION AND COMPLEXITY

This factor assesses the extent to which the post is responsible for using innovation to resolve work related issues and devise new plans, methods, policies, programmes. It considers the frequency to which innovation and solving of complex issues is required. This fact acknowledges the complexity and variety of work, as well as how much the post holder is required to be involved in original thought, or lead on the development of solutions.

Factor degrees

1. Straightforward tasks of a repetitive nature within a single department / function. Job holder does not have to deal with complex issues and there is very limited opportunity for creative or innovative thinking.
2. Work is set in well-defined tasks, with slight variety, within a single function. Post holder has a basic understanding of other functions and determine the sequences in which work will be completed. Work is delivered in line with policies and procedures, with sporadic opportunity to suggest improvements. Occasional creative skill may be required to deal with routine problems.
3. Work tasks are similar but with small differences, requiring some analysis. Creativity is possible but is exercised within the general framework of recognised procedures. Post holder may need to devise simple amendments / procedures within their function. The post operates within one function but requires awareness of most / all DGHP functions. Several work tasks will be handled concurrently and there may be regular but predictable periods of higher workloads or interruption.
4. The post holder carries out a range of defined tasks which they may switch between, often at short notice due to conflicting demands / pressures. The post holder is required to develop their own solutions, so may require short periods of concentrated mental attention. Understanding all organisational functions is required. Innovation is an essential part of the role and is exercised frequently within general guidelines.
5. Post holder carries out varied tasks across functions, requiring judgement in determining priorities and handling multiple issues at once. Requires balanced ability to manage priorities with conflicting demands, sustained periods of pressure, and deadlines. Requires longer periods of concentrated mental attention. Likely to guide others in prioritising their work. Work requires a range of imaginative solutions involving innovative thinking and application of organisational knowledge. The post holder is not limited by policies.
6. Work is subject to frequent, unpredictable conflicting demands, needing swift changes from one topic to another. Post requires intense periods of mental concentration and is responsible for dealing with a wide variety of topics across functions with conflicting deadlines. Role is responsible for designing and implementing new procedures, policies, plans, or programmes affecting the whole organisation, so requires a sound understanding of all functions. Problem solving requires a high degree of creativity in resolving unique circumstances, and solutions will set a precedent for the future.

FACTOR 4 - REPRESENTING DGHP

This factor assesses the extent to which the post holder represents DGHP. This includes the full range of DGHP's stakeholders including the public, customers, employees, housing and other organisations, funders, partners and statutory authorities. It takes account of the frequency and maintenance of contacts, the significance of complexity of the subject matter; the benefit which could arise from effective contact or the difficulties arising from inept handling. It takes into account the extent of job holder contacts internally and externally as well as the nature of interpersonal skills required.

Factor degrees

1. Internal and external contacts are limited to giving or obtaining factual information within a very clear, routine framework. Contact with others in order to carry out job responsibilities is limited.
2. Contacts are mainly via telephone and face to face, handling straightforward exchange of information in well-established matters. Courtesy in dealing with others both within and outside DGHP is an expected part of the job. Assistance in dealing with more complex issues is readily available.
3. Contacts are face-to-face and by telephone and may require a degree of sensitivity or negotiation. Job holder has direct contact with customers / partners / external / internal contacts on a daily basis and would be expected to provide advice, support, care or other assistance. Issues are not contentious but outcomes may not always be straightforward.
4. External and internal contacts are key to the role and require careful handling to maintain goodwill, achieve co-operation, solve problems or to ensure that information / advice given are factually correct or within guidelines. Or, job holder has a key-worker role, and is expected to provide a high level of care often on a 1-2-1 basis.
5. Jobholder frequently liaises with internal and external contacts at a high level and represents DGHP. Contact may be via writing, telephone or in person. Matters dealt with often in contentious situations requiring considerable diplomatic, negotiation and interpersonal skills. The outcome will direct effect on the person, service or organisation contacted. Job holder may represent DGHP at minor events.
6. Major contacts which are vital to the overall operation of DGHP, often taking place in difficult situations requiring high level negotiating skills / persuasive ability. Job holder has a major role in representing DGHP and inept handling could have serious or long-term repercussions. The outcomes directly impact contacts, people, services, companies etc. Expectations that the post holder represents DGHP at meetings, events, conferences, formal settings. The post holder may also be an expert guide or advise on behalf of DGHP.

FACTOR 5 - RESPONSIBILITY OF FINANCIAL RESOURCES

This factor assesses the responsibility a post has for financial resources at DGHP. This factor focuses on assessing the actual responsibilities of posts in managing budgets and financial resources (i.e. it does not award posts that simply have access to budget or financial information). The factor reviews the financial control, detail of planning and accuracy, as well as volume of work and level of accountability.

Factor degrees

1. Job involves no direct responsibility for financial resources.
2. Job has minor responsibility in handling small amounts of cash, cheques, valuables, or financial resources or reports / monitors transactions on a range of small / medium budgets. May order limited materials / stationery / stocks. Work is within a small budget with limited extent and tight controls. May be an authorised signatory for small cash / financial payments.
3. Job holder has direct responsibility for handling larger amounts of cash or financial resources. Actions are less frequently monitored. Post holder will be accountable for:
 - Authorise expenditure within medium sized budgets
 - Be accountable for holding a small budget
 - Monitors a range of small/medium budgets
 - Reports or controls transactions on a range of medium/large budgets
4. Post holder has significant financial responsibility in preparing forecasts and contributes to development of budgets or financial plans (e.g. at a project or programme level). Post holder is an owner of budgets and work is reviewed on a monthly/annual basis. Post holder role has direct accountability for:
 - Holding a large budget(s)
 - Monitoring budgets/spend information
 - Authorising major expenditure within the agreed budget
5. Post holder regularly contributes to wider strategic financial planning. A key part of the role is effective budget management for a function or department. Post holder will hold a very large budget, be accountable for large expenditures, and will authorise, monitor and ensure effective spending of budgets.
6. Job involves major, direct responsibility for financial resources and extremely large expenditures from agreed budgets e.g. for a large function or impacting on the whole organisation. Responsibilities include setting and monitoring of budgets, long term financial planning and reviewing expenditure to meet requirements. Post holder has corporate responsibility for financial resources.

FACTOR 6 - RESPONSIBILITY OF NON-FINANCIAL RESOURCES

This factor measures the responsibility the job holder has for DGHP's non-financial resources, including the management and maintenance of properties, tools, goods and products, equipment, materials, and confidential records and systems, and accounting systems.

Factor degrees

1. Responsibility for holding and/or use of personal equipment only.
2. Responsibility for maintenance and/or use of departmental and/or general office equipment or small range of tools; and/or for reporting maintenance needs within a sheltered scheme; and/or has access to confidential information (e.g. house files, personnel files).
3. Responsibility for use, maintenance and replacement of a range of DGHP equipment; and tools/stock; and/or responsibility for improvement, maintenance, management, letting or construction of a number of properties under supervision, and/or preparation or amendment to confidential information (e.g. house files, personnel files), minor legal documents, minute books or accounts systems relating to a part of the organisation.
4. Responsibility for management, letting, maintenance, efficient operation, acquisition or construction of properties or offices within a specified area or location or specified programme, or for highly specialist equipment, or for security of highly confidential information, legal documents, minute books or complex accounting information. Responsibility for design/development/maintenance of significant computer systems.
5. Responsibility for property management, letting, acquisition, construction, improvement or maintenance of a significant proportion of DGHP's properties, or overall responsibility for computer resources of the DGHP or specialist responsibility for the security of highly confidential corporate or personal information, all legal documents, Board of Management records and confidential minute books, or overall accounting systems.
6. Overall area or functional responsibility for the management, maintenance, improvement or development of housing stock or other major non-financial assets within a significant part of the organisation.

FACTOR 7 - RESPONSIBILITY FOR EMPLOYEES

This factor measures the responsibility of the jobholder for the motivation, guidance, development and control of other employees. This includes the number of employees the post is responsible for, work planning and allocation, as well as people management and development. The factor considers the complexity of the work function and the level of employees managed.

Factor degrees

1. Responsible only for own work and not required to direct, supervise, coordinate other personnel. May involve occasional induction support for new recruits.
2. Only responsible for own work plus day-to-day, or temporary supervision of one or two employees. May occasionally guide or instruct another person(s) in the performance of work of a similar nature, or support on the job training. Job holder may be responsible for checking work quality / quantity.
3. Responsible for day to day management of a small group of employees generally carrying out tasks requiring a minimum of supervision or work allocation. Role often involves on the job training. Employee management does not normally take up a significant amount of time.
4. Responsible for a large group of employees where management does not normally take up a significant amount of time or, responsible for a small group of employees where employee management is relatively time consuming because of the complexity of the work. Responsible for management, coordination, allocation and development of employees. Post holder is responsible for appraisal of work carried out.
5. Employee management is time consuming because of the numbers and / or complex nature of the functions work. Post holder may have responsible for a very large group(s) of employees, or a department/function or a group of specialist employees (e.g. project team). The work involves development, organisation, allocation, evaluation of activities and working methods.
6. Senior Management responsible for a large function or several departments. Responsibility for employee resources and/or for ensuring that employees are managed effectively in order to meet the DGHP's objectives. Work involves greater workforce planning, management, development and evaluation over a range of functions.

FACTOR 8 - WORK ENVIRONMENT AND PHYSICAL CHALLENGES

This factor assesses the nature, duration and frequency of physical effort required together with the frequency and nature of working in a physical environment (e.g. void properties, site working). This factor also takes into account adverse emotional faced by the job holder, as well as circumstances of the working conditions.

Factor degrees

1. Work is not physically demanding and is carried out in office / indoor working conditions. The post holder is not challenged by difficult emotional or physical challenges within the realm of their position. There is minimal health and safety risk to the post holder.
2. Modest demand on physical ability (e.g. handling equipment). Roles may feature regular travel between sites, or may require work outside. Post involved in some lone working.
3. Some aspects of the work require physical strength. The job involves some exposure to disagreeable, unpleasant, or hazardous environmental conditions or people related behaviour. Personal protective equipment (PPE) may be required for some work periods. Post is subject to regular lone working.
4. Work requires moderate physical effort. Conditions may include exposure to outside elements or regular travel off site. Work is subject to constant change and managing conflicting priorities. PPE may regularly be required and post holders face a moderate risk to health and safety.
5. Ability to expend physical strength for long periods is an essential part of the work. Physical environment is frequently challenging with post holder facing difficulties in the working environment or with people related behaviour. Work frequently takes place in particularly difficult/unpleasant/challenging environments.
6. The role requires frequent and intense physical effort or exposure to distressing/highly emotional circumstances. Considerable exposure to hazards, substantial risk to personal health and safety, and constant use of PPE. The role may involve high exposure to disagreeable, unpleasant or hazardous environmental conditions and people related behaviour. Work may be subject to constant change and the management of conflicting deadlines/priorities.

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| | £ |
| 1 | 32,781 |
| 2 | 33,963 |
| 3 | 35,127 |
| 4 | 36,327 |
| 5 | 37,485 |
| 6 | 38,658 |
| 7 | 39,831 |
| 8 | 41,001 |
| 9 | 42,480 |
| 10 | 43,704 |
| 11 | 44,877 |
| 12 | 46,050 |
| 13 | 47,241 |
| 14 | 48,417 |
| 15 | 49,662 |
| 16 | 50,931 |
| 17 | 52,197 |
| 18 | 53,466 |
| 19 | 54,744 |
| 20 | 56,193 |
| 21 | 57,570 |
| 22 | 59,010 |
| 23 | 60,417 |
| 24 | 61,863 |
| 25 | 63,297 |
| 26 | 64,728 |
| 27 | 66,453 |
| 28 | 68,205 |
| 29 | 69,963 |
| 30 | 71,721 |
| 31 | 73,458 |
| 32 | 75,213 |
| 33 | 76,983 |
| 34 | 78,717 |
| 35 | 80,487 |
| 36 | 82,224 |
| 37 | 83,967 |
| 38 | 85,734 |
| 39 | 87,486 |
| 40 | 89,235 |
| 41 | 90,981 |
| 42 | 92,745 |
| 43 | 94,488 |
| 44 | 96,243 |

| CO Point | Revised w.e.f. 1/4/14 |
|----------|-----------------------|
| | £ |
| 47 | 101,508 |
| 48 | 103,251 |
| 49 | 105,003 |
| 50 | 106,767 |
| 51 | 108,519 |
| 52 | 110,259 |
| 53 | 112,035 |
| 54 | 113,766 |
| 55 | 115,527 |
| 56 | 117,267 |
| 57 | 119,025 |
| 58 | 120,762 |
| 59 | 122,511 |
| 60 | 124,266 |
| 61 | 126,009 |
| 62 | 127,758 |
| 63 | 129,501 |
| 64 | 131,259 |
| 65 | 133,008 |
| 66 | 134,760 |
| 67 | 136,494 |
| 68 | 138,249 |
| 69 | 139,998 |
| 70 | 141,741 |
| 71 | 143,505 |
| 72 | 145,248 |

| SJC Salary Scales | | | SJC Salary Scales | | |
|-------------------|-----|--------|-------------------|-----|--------|
| Grade | SCP | Salary | Grade | SCP | Salary |
| | | 1/4/14 | | | 1/4/14 |
| | | £ | | | £ |
| GS1 | 3 | 12153 | PO2 | 39 | 33639 |
| | 4 | 12561 | | 40 | 34494 |
| | 5 | 12990 | | 41 | 35382 |
| | 6 | 13404 | PO3 | 42 | 36288 |
| | 7 | 13821 | | 43 | 37161 |
| | 8 | 14238 | | 44 | 38064 |
| | 9 | 14724 | | 45 | 38916 |
| GS1/2 | 10 | 15435 | PO4 | 46 | 39816 |
| GS2 | 11 | 15825 | | 47 | 40710 |
| | 12 | 16191 | | 48 | 41709 |
| GS3 | 13 | 16476 | | 49 | 42663 |
| | 14 | 16776 | PO5 | 50 | 43611 |
| GS3/A | 15 | 17157 | | 51 | 44598 |
| P1 | | | | 52 | 45666 |
| AP1 | 16 | 17544 | | 53 | 46695 |
| | 17 | 17880 | PO5+ | 54 | 47772 |
| | 18 | 18354 | | 55 | 48903 |
| AP2 | 19 | 18810 | | 56 | 50049 |
| | 20 | 19317 | | 57 | 51231 |
| | 21 | 19857 | | 58 | 52485 |
| | 22 | 20361 | | 59 | 53727 |
| AP3 | 23 | 20931 | | 60 | 54969 |
| | 24 | 21600 | | 61 | 56217 |
| | 25 | 22257 | | 62 | 57462 |
| | 26 | 22968 | | 63 | 58794 |
| AP4 | 27 | 23697 | | 64 | 60165 |
| | 28 | 24459 | | 65 | 61611 |
| | 29 | 25404 | | 66 | 63093 |
| | 30 | 26235 | | 67 | 64554 |
| AP5 | 31 | 27033 | | 68 | 66153 |
| | 32 | 27828 | | 69 | 67755 |
| | 33 | 28644 | | 70 | 69324 |
| | 34 | 29445 | | 71 | 70965 |
| PO1 | 35 | 30039 | | 72 | 72645 |
| | 36 | 30810 | | 73 | 74328 |
| | 37 | 31689 | | | |
| PO1/2 | 38 | 32613 | | | |