

ADVICE NOTE: Job Evaluation Scheme

The NALC:SLCC Joint Agreement on Terms and Conditions published in April 2005 introduced a new approach to job evaluation, placing town and parish council jobs on an equal footing with other local government roles. This Advice Note explains the process for evaluating a clerk's job.

1. Prepare a **Job Description**. What is the job required to do? Why does the position exist? What are the main responsibilities and accountabilities?
2. Identify the **quantitative measures** for the council; gross budgeted income, precept, number of councillors, number of staff, meetings per year, statutory and delegated functions.
3. **Agree** the contents of the Job Description with the full council or Personnel/Staffing committee. This process does not lend itself to being discussed by large groups of interested parties and is better delegated to a small committee or working party to make its recommendations to the full council.
4. Identify the standard **Job Profiles** 1 to 4 in the national agreement (reproduced as appendix 1 to this document). Which one most closely relates to the role? This is called "slotting" and gives you a foundation for further analysis.
5. Each profile contains a series of 8 statements or paragraphs about aspects of the job. Each statement relates to an element of a job. These are presented in the same order in each of the four profiles;
 - Knowledge
 - Mental skills
 - Interpersonal and Communication Skills
 - Initiative and independence
 - Responsibility for People
 - Responsibility for Supervision/direction of Employees
 - Responsibility for Financial Resources
 - Responsibility for Physical Resources

There is fuller description of each of the 8 elements in appendix 2 below.

6. Go through each of these 8 elements one by one and decide which Profile best describes the job that your council requires the clerk to do. If none of the statements across the four profiles *exactly* match the job you may need to allocate a split score e.g. 2/3 or shade the levels e.g. 2+ or 3-
7. Once you have reviewed the job description against all 8 elements you will have a list of 8 numbers. If all 8 are exactly the same e.g. all "2"s, then the job will be evaluated as a *LC2 substantive* for salary calculation. "Substantive" in this sense means that the job

8. satisfies all the criteria in the relevant job profile. "LC" is simply shorthand for Local Councils. If you have mostly "2"s, with a few 2/3 or 2+ or 3- levels then you may be looking at an *LC2 above substantive* score. Conversely, mostly 4s with some 3s or 3/4 or 3+s will give rise to an *LC4 below substantive* score. This leads to 4 possible Profiles and within each, 3 possible ranges so clerks can be paid against one of 12 possible salary ranges (see appendix 3 below). This process is known as "benchmarking" the job i.e. comparing with other similar sets of skill requirements, expertise and responsibilities and deciding where the job is best positioned against these.
9. **Salary Determination** - Each LC profile and each of the three ranges within the LC profiles cover a range of salary levels which are known as spinal column points or "scp" for short. The spinal column points used are those of the National Joint Council for Local Government Service which enables clerks' jobs and salaries to be compared with other positions in local government.
10. The scp's for council Clerk jobs start at 15 and go up to 64.
11. Having established the benchmark salary range e.g. *LC2 below substantive* for the post, the Council will
EITHER
Adopt the appropriate salary scale within the range. The salary will rise annually, by automatic increase on the 1st April each year (or such other date as may be agreed between NALC and SLCC) by incremental steps, to the scale maximum.
OR
Adopt a single salary point (a 'spot salary') within the range. Where a single salary point is adopted, the Council should review the salary annually.
12. It is not advisable to work back from the salary scales in a "what can we afford?" approach to job evaluation – this is not generally a good way to create trust or equity.
13. **JOB NOT PERSON.** Remember throughout the process that job evaluation is designed to reward employees for what they are employed to do not necessarily what they would like to do or could do given their experience or expertise. Performance or capability issues are not taken into account during an evaluation exercise but may influence the salary setting process for individual job-holders in that the following factors may increase the scp on which the clerk commences following evaluation;
 - experience and expertise
 - qualification
 - whether the clerk is also the responsible Financial Officer
 - whether the council has developed increased functions as a result of Quality Council status or Band C/ Best Value applicability
 - the extent of functions devolved from principal authority level
 - staffing levels

In addition, under the National Agreement, professional development through a recognised institution or programme will be rewarded by a salary movement of one upward point on the spinal column in respect of each level attained.

14. Where the Clerk has exceptional responsibilities which would not be sufficiently remunerated by LC4 upper range it is recommended that a salary is fixed after a formal evaluation and joint consultation with NALC and the SLCC.
15. **Arbitration** – if a council and clerk cannot agree on a job evaluation outcome or both parties would prefer an independent and impartial view of the job there is an NALC:SLCC Joint arbitration panel which provides council and job-holder with a score to which both parties agree to be bound. There is an administration fee for this service. More details on appendix 4 below.

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Appendix 1 PROFILE 1

The job requires predominantly practical and procedural knowledge across a technical or specialist area or an equivalent level of organisational, procedural and policy knowledge. **e.g. Small or medium parish.**

The job requires judgmental or creative skills; where there is some need to interpret information or situations and to solve straightforward problems.

The job involves;

Exchanging orally or in writing varied information with a range of audiences:

or:

Exercising advisory, guiding, negotiating or persuasive skills: **e.g. Up to 6 meetings a year**

The job involves working within recognised procedures, which leave some room for initiative. The work may involve responding independently to unexpected problems and situations. The jobholder generally has access to guidance on unusual or difficult problems. **e.g. No devolved functions**

The job involves some direct impact on the well being of individual, or groups of people, through undertaking tasks or duties, which are to their direct benefit, or impact directly on their health and safety.

The job involves limited, or no direct responsibility for the supervision, direction or co-ordination of other employees. The work may involve demonstration of own duties, or advice and guidance, to new employees, or others **e.g. No Staff**

The job involves some direct responsibility for financial resources. The work regularly involves either:

Handling of cash, or processing of cheques, invoices or equivalent

or:

Being accountable for small expenditures from an agreed budget or equivalent income **e.g. Typical budget of up to £25,000**

The job involves some direct responsibility for physical resources. The work regularly involves either:

Some responsibility for security of buildings, external locations or equivalent

Or:

Day-to-day maintenance of equipment or premises:

Or:

Ordering, or stock control of, a limited range of supplies.

PROFILE 2

The job requires predominantly practical and procedural knowledge across a technical or specialist area or an equivalent level of organisational, procedural and policy knowledge **e.g. *Small or medium parish.***

The job requires judgmental or creative skills; where there is some need to interpret information or situations and to solve straightforward problems.

The job involves either:

Exchanging orally or in writing varied information with a range of audiences: or:

Exercising advisory, guiding, negotiating or persuasive skills **e.g. *6 – 12 meetings per year.***

The job involves working within recognised procedures, within which the jobholder is required to organise own workload. The work involves making decisions as to when and how duties are to be carried out, and responding independently to unanticipated problems and situations. The jobholder generally has access to guidance on serious problems **e.g. *2 devolved functions.***

The job involves considerable direct impact on the well-being of individual, or groups of, people **e.g. *Many statutory functions.***

The job involves considerable direct responsibility for the supervision, direction, co-ordination or training/development of other employees. The work involves the allocation of work to a small group or team, checking of work, and the direction of staff, including, where appropriate, on-the-job training. **e.g. *Small team of up to 10 staff.***

The job involves considerable direct responsibility for financial resources. The work involves either: Accounting for large sums of money, in the form of cash, cheques, direct debits, invoices, or equivalent, where care, accuracy and security are important

or:

Being accountable for considerable expenditures from an agreed budget or equivalent income.

The responsibility may include contributing to the setting and monitoring of the relevant budget and ensuring effective spend of budgeted sums. **e.g. *Typical budget £25,000 – £250,000***

The job involves considerable direct responsibility for physical resources. The work involves either:

Cleaning, maintenance and repair of a range of equipment, buildings, external locations or equivalent

or:

Security of buildings, external locations or equivalent

or:

Ordering, or stock control of, a range of equipment and supplies

PROFILE 3

The job requires theoretical plus practical and procedural knowledge in a Specialist area or an equivalent level of organisational, procedural and policy Knowledge **e.g. Large parish/small town.**

The job requires analytical and judgmental or creative and developmental skills, where there is need to interpret information or situations and to solve varied problems or develop solutions or plans over the short term.

The job involves:

Exercising developed advisory, guiding, negotiating or persuasive skills in order to encourage others to adopt a particular course of action:

or

Exchanging orally and in writing complicated or sensitive information with a range of audiences **e.g. 12 meetings plus 2 committees.**

The job involves progressing a series of activities within recognized guidelines. The work involves making frequent decisions and exercising initiative without ready access guidance. The jobholder consults a supervisor/ manager for advice on policy or resource issues **e.g. 3 delegated functions**

The job involves high direct impact on the well-being of individual, or groups of people **e.g. Most statutory functions.**

The job involves high direct responsibility for the supervision or management, direction, co-ordination or training/development of other employees. The work involves supervising, directing and co-ordinating the work of a group of staff covering more than one area of activity or in more than one workplace, including allocation of work, and evaluation and appraisal of the work carried out. **e.g. Large team 10-20 staff.**

The job involves high direct responsibility for financial resources. The work involves either: Accounting for very large sums of money, in the form of cash, cheques, direct debits, invoices, or equivalent, where care, accuracy and security are important or: Being accountable for large expenditures from an agreed budget or equivalent income. The responsibility may include contributing to the setting and monitoring of the relevant budget and ensuring effective spend of budgeted sums **e.g. Typical budget £250,000 –£750,000**

The job involves high direct responsibility for physical resources. The work involves either:

Adaptation, development or design of a wide range of equipment, land, buildings, other construction works or equivalent

or: Security of a range of high value physical resources

or: Ordering of a wide range of equipment and supplies

PROFILE 4

The job requires advanced theoretical, practical and procedural knowledge across a specialist area or an equivalent level of organisational, procedural and policy knowledge **e.g. Large town**

The job requires analytical and judgmental or creative and developmental skills to analyse and interpret complex information or situations and to solve difficult problems or develop solutions or plans over the medium term.

The job involves

Exercising highly developed advisory, counselling, negotiating or persuasive skills, or advocacy, in order to convince others to adopt courses of action they might not otherwise wish to take:

or

Exchanging orally and in writing complex and contentious information with a range of audiences, including non-specialists: **e.g. 12 meetings per year plus 5 committees**

The job involves progressing a series of activities within recognized guidelines. The work involves making frequent decisions and exercising initiative without ready access to others.

The job involves a major direct impact on the well-being of individual, or groups of people. The jobholder has responsibility for taking decisions, which may affect the future well being and circumstances of individuals. **e.g. Most statutory functions in large town.**

The job involves a major direct responsibility for the management, direction, coordination and development of significant numbers of other employees, covering several different areas of activity or in several geographically dispersed workplaces. The work involves the organisation, allocation and reallocation, as appropriate, of areas of work and the evaluation of activities and working methods **e.g. 20 + staff.**

The job involves a major direct responsibility for financial resources. The work involves being accountable for very large expenditures from an agreed budget or equivalent income. The responsibility includes contributing to the setting and monitoring of the relevant budget(s) and ensuring effective spend of budgeted sums **e.g. Budget in excess of £750,000**

The job involves a major direct responsibility for physical resources. The work involves either:

Security of a wide and very high value range of physical resources

or:

Ordering of a wide and high value range of equipment and supplies.

Appendix 2

Elements of Job Evaluation process

- **Knowledge**

Consider the type of knowledge, what that knowledge is needed for and for what purpose and how that knowledge may be acquired.
Knowledge will probably include literacy and numeracy, procedures, equipment, administrative systems, organisational, specialist/technical, languages/cultures
- **Mental skills**

These include fact-finding, analytical, problem solving and judgemental skills plus creative and developmental skills, planning and strategic skills.
- **Interpersonal and Communication Skills**

All the skills related to developing working relationships with others such as staff, Members, the public, contractors and other partners in the community. They include advocacy, training, teamworking, motivation, advising/guiding, persuading and influencing, counselling, negotiating, oral and written communication, presentation skills
- **Initiative and independence**

This element considers how much the job-holder is free to exercise initiative and take independent action and plan his/her own work. The nature and level of guidance and direction available the existence of policies, procedures and precedents and whether the Clerk works alone or with others are all relevant which assessing this aspect of job size.
- **Responsibility for People**

This involves the responsibility the job-holder has for the physical, mental, social, economic and environmental well-being of any people *other than employees*. Health and safety responsibilities will feature in this element.
- **Responsibility for Supervision/direction of Employees**

What challenges does the job-holder face when managing/supervising/training/co-coordinating or developing others? How many employees are there? What sort of work are they engaged in? what kind of management is required? What are the challenges faced by people working in different locations?
- **Responsibility for Financial Resources**

This element includes cash, cheques, debits and credits, invoices, budgets and income including precept, business planning and long term development of financial resources.
- **Responsibility for Physical Resources**

These resources can cover premises, systems, tools, equipment, vehicles, plant and machinery, covering upkeep, repair, security, significant assets, planning relating to these resources.

Appendix 3

Spinal Column Points (scp) for each LC profile in the evaluation of Clerks' jobs

Scale	Points below substantive range	Substantive benchmark range	Points above substantive range
<i>LC1</i>	15-17	18-22	23-25
<i>LC2</i>	26-29	30-34	35-38
<i>LC3</i>	39-42	43-47	48-51
<i>LC4</i>	52-55	56-60	61-64

Appendix 4

National Association of Local Councils

109, Great Russell Street, London, WC1B 3LD

and

Society of Local Council Clerks

1, The Crescent, Taunton, Somerset, TA1 4EA

National Agreement on Salaries and Conditions of Service of Local Council Clerks in England and Wales-2004

Joint Appeals Process

The process will be jointly managed by NALC and the SLCC with the SLCC providing the administration of the scheme. The process will be as follows.

- 1) Where the Council and Clerk cannot agree on the appropriate salary point for the role in question application can be made either to NALC or to the SLCC for an evaluation to be carried out under the joint appeals process.
- 2) All requests for appeals will be routed to the SLCC Taunton Main office who will issue application forms. Stationary will be jointly badged.
- 3) The application form will be completed by the Clerk and the councillor(s) who ha(s)ve been designated to act by the council. It will include an undertaking by both parties to abide by the decision arrived at. The form is returned to the SLCC with the appropriate payment in line with the following scale.

gross budgeted income (£)	Fee (£)
<£ 10,000	£60
£10,000-50,000	£100
£50,000-£250,000	£150
£250,000-£500,000	£200
>£500,000	£250

- 4) The SLCC will issue a job evaluation questionnaire with appropriate guidance to be completed jointly by the Council and the Clerk. This will be completed as fully as possible signed by both parties and returned to the SLCC.

- 5) Where a council and Clerk are unable to agree on how to complete the form NALC/SLCC may provide, on request, some additional assistance. This will be provided at additional cost which will be charged to the Council .
- 6) The SLCC will, in conjunction with NALC timetable regular appeals panels according to the level of demand. Panels will consist of equal numbers of evaluators from both organisations sufficient to consider the appeals on hand. It is envisaged that panels will not need to meet more than once a quarter. Having timetabled an individual case the Clerk and council will be notified of the date of the panel.
- 7) The panel will meet and cases will be allocated to pairs of evaluators (one NALC one SLCC) who will undertake an evaluation in accordance with the agreed approach. Each evaluation team will try to reach agreement on the evaluation score and the appropriate pay grading within the 2004 agreement. In the event that they are unable to reach agreement a second evaluation may be performed to indicate the way forward.
- 8) Once the panel has reached a decision on all cases these will be communicated formally to both the Clerk and the Council who will implement the result.
- 9) The SLCC will arrange payment for evaluators at the agreed rate (£25 per evaluation) and meet expense claims (at SLCC rates) for travelling to panels as appropriate. The SLCC will keep an account and deduct administration expense as appropriate. Any surplus funds generated by the process will be shared equally between the two organisations on an annual basis. Likewise any deficit will be met by equal charges on both organisations.