

GUIDANCE NOTES FOR YOUR JOB EVALUATION

PURPOSE AND BACKGROUND

1. Job Evaluation (JE) is a system to determine the relative 'weight' of one job against another. It ensures objectivity by assessing job weight using such factors as knowledge, experience, complexity, use of resources and working conditions. The Joint Services Job Evaluation Team (JSJET) carries out the evaluation work across the three Services. JSJET was established in 1970 and comprises WOs from each Service and three Heads of Element, (Lieutenant Commander, Major and Squadron Leader). It is led by a Civil Servant and forms part of the Service Personnel Policy division. As part of the JE process all work is judged by a team of judges appointed by each Service at Captain RN, Colonel and Group Captain rank. They score every Job Description (JD) on their own and then together as a judging panel. The results are used to support the pay structure and are also sent to the Office of Manpower Economics for consideration by the Armed Forces Pay Review Body (AFPRB). The work is used by the AFPRB to make their annual pay recommendations.

THE PROCESS

2. Within the three Services there are over 400 trades. Each trade is normally reviewed every five years. Before the JE of a trade, individual Service Branch Managers/Trade Sponsors (BM/TS) are consulted. They provide Statistics of Coverage covering established posts and detailing the types of employment at all ranks within the trade and are vital to achieving the correct representation of jobs to be evaluated. Subsequently the BM/TS nominates people for interview and throughout the process they provide specialist advice to JSJET and the Judges.

YOUR ROLE WITHIN THE JE PROCESS

3. The BM/TS has selected you to represent your trade and rank. You may be representing up to 200 members of your trade and the results will have a direct bearing on rates and scales of pay of your trade for years to come. JE is concerned with what you do in your job and not how well you do it. You should complete and return the enclosed form and be ready for an interview.

GETTING READY TO COMPLETE THE FORM

4. Presentation. Wherever possible complete the form by using a word processor. If you must complete it by hand, please ensure it is legible and that where additional pages have been inserted that they are clearly identified with the section to which they belong.

5. Completion. You are to ensure you provide as much detail as possible in all sections of the questionnaire. Vague answers are not helpful and the more information you put in now, the less will need clarification later. You should not include Classified information in the form, but if required you can discuss it with the person interviewing you. Advice on completing the form is provided later in this document. On completion of the form, you are to discuss its content with your superior who is to sign the Line Managers Certificate. You should make a photocopy/printout of the completed questionnaire for your own use during the interview. Ensure the originals are returned to JSJET, arriving at least a week before the agreed interview date.

6. Problems. Even the most experienced personnel may find the form daunting - JE is by its nature a complex business. If you have problems with any question ask your line manager in the first instance but if you are still unsure contact the JSJET analyst for clarification.

7. Before you start, consider your routine and where your job fits in relation to work carried out on your unit, where you are in the hierarchy of your unit and what your function is.

8. Where asked, quantify your answers in percentages and justify any statements you make with

facts and examples.

9. Confine information provided to what is strictly relevant to your current job.

10. Avoid confusing or specialised acronyms or abbreviations, but if you must use them ensure the full title is also spelt out.

FILLING IN THE FORM

11. JE is conducted using a factor plan specifically written to meet the needs of the Armed Services. There are six Main Factors and each is broken down into questions in the Questionnaire.

A. YOUR POSITION WITHIN THE WORK AREA

12. This asks you to look up and down two levels at your superiors and subordinates. At the same level does not necessarily mean the same rank. Who also reports to your line manager? Who do you have authority over due to a specific task or duty, e.g. Fire and Repair party?

B. ROLE OF YOUR UNIT

13. Briefly explain the role of your unit – do not quote mission statements – and give the unit established strength figure not the current manning level. Indicate how many officers, other ranks and, if relevant, civilians there are.

C. MAIN PURPOSE OF THE JOB

14. This should be a brief statement describing your job, not a list of the tasks required to complete your job. The following are examples for guidance:

- *'To ensure stores are demanded as required'*
- *'To carry out routine and corrective maintenance on Tornado aircraft'*
- *'To provide medical care in the unit Health Centre'*
- *'To monitor contracts within the organisation'*

D. KEY TASKS/VARIETY OF ACTIVITIES (Factor 1B)

15. Key tasks are those tasks that make up your job and should support the MAIN PURPOSE section. If your job involves working away from base (including at sea where applicable) you must calculate as a percentage (not less than 5%) how much time you spend away over say a year. Give the percentage you spend on each task on and off base and detail within each box what activities each task involves. A simple example is shown below:

| |
|--|
| In a typical year I spend 55% of my work time On Base / In Harbour I spend 45% of my work time Off Base / At Sea |
|--|

| Give your main job activities and explain these by detailing the work you are required to undertake in the normal course of your job. Indicate the time you spend on each as a percentage (<i>insert additional rows as required</i>) | | | |
|---|--|-----------------------------------|--------------------------------|
| | Task | % On Base / In harbour | % Off Base / At Sea |
| 1. | Routine Maintenance Carrying out First Parades and Before Use Inspections of vehicles. Repairing faults and reporting more complex problems and unserviceable equipment | 20 | 15 |
| 2. | Stores and Accounting Ensuring the correct procedures are carried out within the Sqn stores. Completing monthly check sheets confirming serviceability and equipment locations. | 10 | 00 |
| 3. | Administration Completing all paperwork for the maintenance and inspection of equipment. Building the User accounts for new personnel. Inputting to reports. | 25 | 30 |
| | | Total: 100% | |

E. BREADTH OF APPLICATION

16. This section assesses the extent to which you apply your knowledge and skills across the organisation. Who do you generally do business with, at what level and how often? If you deal with a wide range of equipment or activities explain how this affects your work.

F. KNOWLEDGE SKILLS AND EXPERIENCE (Factor 1A)

17. Note: Your BM/TS will provide details of normal career progression and training and it is not necessary for these to be included in your notes.

18. Specialist Training Specialist training can range from courses at training establishments to local work authorisations. List the training you have completed in order to do this job, listing them as either 'Mandatory' (M) or 'Desirable' (D) requirements and in all cases give the duration of the course. *Mandatory* qualifications are those you must have to do the job and without which you would be unable to undertake your duties. *Desirable* training helps you do your job in a better way but you could do without it.

19. Previous Experience Give details of your trade experience that enables you to do your job and any other service experience relevant to the activities you now carry out. Give details if any previous experience of this type of work was a factor in your appointment to the post. Is this post suitable for a person on promotion to your rank?

G. COMPLEXITY (Factor 2A)

20. This section assesses the overall complexity of your job and its intellectual demands. Detail the problems that routinely occur in your job, commenting on the degree of concentration and accuracy that is required, the reason for the complexity and indicate how much of your job involves problem solving and how much is routine. Give examples in each of the categories in the questionnaire. Consider that not just technical problems are complex; dealing with different personalities may also bring challenges.

H. MENTAL CHALLENGE (Factor 2B)

21. This section assesses the extent to which you have to think for yourself while carrying out your work. To what extent are you expected to follow instructions? Do you have flexibility and if so, in what way? What publications provide direction or guidance? Give examples of how you

achieve your job with respect to manuals, legislation, orders etc. What are you expected to do without direction? Does the job involve fault finding without assistance, identifying remedial actions or involve setting priorities and allocating resources?

I. JUDGEMENT (Factor 3A)

22. This section assesses the requirement and scope for the decisions you make. Comment on decisions you make without referral to superiors. Do you make decisions that might end in you recommending a course of action to a superior? What decisions must you refer to higher authority? Indicate what is the most common level of decision making for you and the amount of discretion you are allowed or assume. Are you a specialist or SME that may put you in a position of authority? Do work within a team? If so consider your role in team decision making. Who checks your work either formally or informally? Are you subject to inspections, perhaps by an external body, if so then how often and by whom? Explain any decisions you make that involve or contribute to the making of policy and/or working procedures. What is your input to these areas?

J. CONTRIBUTION AND IMPACT (Factor 3B)

23. This section assesses how your work affects the organisation. Think in terms of a 'ripple' effect of the work you do and consider who is affected by your work, in what way, and how much. Does your work impact only on your immediate working group/department/unit or does it impact on other working groups/areas? Consider the likelihood of you making a mistake and explain who would detect your mistake, how easily it would be detected, and at what stage. Also consider your involvement or influence in policy matters. Do you have an effect on local or wider Service policy? Consider what positive effects your job contributes to your formation. Explain what would happen if you failed to carry out your job correctly, who, and at what level, would have their work disrupted or have additional work.

24. To help you gauge the impact of your judgements and decisions, you should think about what size of operating group you work in and whether any judgements and decisions have a direct impact beyond that group.

25. However, be careful not to exaggerate the impact. The effectiveness of the surveillance plan is not determined exclusively by the availability of the CQMS's storesperson to issue binoculars. Poor cooking on board a SSBN does not necessarily impact on the nuclear deterrent although it may impact on morale to some extent.

K. FINANCIAL AND SUPERVISORY RESPONSIBILITY (Factor 4A)

26. Equipment, Budgets, and Resources. - This section assesses the responsibility you have for the management of resources including equipment, budgets, estate, sensitive/classified information and intellectual resources. List inventories or budgets you operate or are deputy for (specify which) and give details of their financial value. If you are not an inventory or budget holder, explain any other responsibility you may have for resources. Comment on your involvement and the authority level for the allocation of resources or funds. Indicate what responsibility you have for classified/sensitive information or equipment, the level of security clearance required for the job and to what level and with what frequency you work with sensitive material.

27. Supervision. - This section assesses the nature and level of supervision you exert. List the people you supervise and those for whom you act as a Reporting Officer. State the level of supervision you exercise, this may involve the supervision of juniors, overseeing staff On the Job Training (OJT), or guidance of new or inexperienced personnel, superiors and/or subordinates.

L. INFLUENCE (Factor 4B)

28. How does your job help your unit achieve its mission, either in terms of operational capability

or a supporting function? What contribution to overall success can you have? Consider the level of authority you have and the degree of influence you have on your working group and the organisation.

M. PROJECT AND COMMITTEE PARTICIPATION (Factor 4B)

29. This section assesses what influence you have on projects and committees. Are you part of any project, working group or committee? What meetings do you regularly attend and what part do you play in those meetings? What is your input? List any committees or groups relevant to your job of which you are a member, showing the rank and appointment of the senior member, and how often they meet. This can include 'as required', such as for contingency meetings. Meetings can be for a specific task or generic, such as daily briefs. State your position e.g. Secretary, member, and briefly describe your role.

N. CONTACTS AND COMMUNICATIONS (Factor 5)

30. Consider your dealings with people in the organisation who are not your immediate colleagues or in your line management chain, and say who you regularly communicate with, their position and why. Firstly, do you communicate with personnel outside your unit but primarily involved in Defence, e.g. major HQs, MOD, or contractors working in partnership with MOD - if so, at what rank level, how often, and about what? For example passing information, providing advice and advising on actions taken; this can be by any means including face to face, telephone or email.

31. Within your workplace, to what rank do you routinely communicate without asking your superiors?

32. Finally, think of who, if anybody, outside Defence you communicate with, what you discuss with them, and at what level you communicate. This can include communication with members of the public.

O. HEALTH AND SAFETY (Factor 6)

33. Exposure to Risk - Review your work routine and list all H&S risks you come directly into contact with as part of your duties. These can range from extensive use of IT equipment to contact with dangerous materials, driving as part of your work, hazardous work areas, and activities with inherent risk, e.g. parachuting or SF work.

34. Bodily Constraints - Protective clothing can range from individual protective equipment for normal work to special protective clothing such as body armour or diving suits. Uncomfortable working postures range from being in one position for long periods to repetitive tasks that cause fatigue or strain.

35. Physical Environment - What is the nature of the physical environment in which you work? If there are a number of different environments comment on how much time is spent in each. Are you exposed to any unpleasant working conditions, if so, where and for how much of your time?

THE INTERVIEW

36. You should set aside a substantial amount of time for the interview, at least two hours, which will be conducted at your work place by a JE Analyst. In preparation you are to organise the following:

- a. An office with a desk and two chairs, free from distractions or disturbance.
- b. A copy of your Terms of Reference, Job Specification or RORRS Record 1 (if they exist).

- c. Formal establishment figures for your own formation (your Line Manager or Adjutant should be able to provide this), e.g. 3 Officers and 45 Other Ranks.
- d. A short statement on the role of the Unit and formation to which you belong.
- e. A few minutes of your superior's time after the interview for debrief with the analyst.

37. Job Analysts work to tight schedules and spend long periods out of office conducting interviews and changes to their programmes have a serious knock-on effect, therefore, only operational or serious personal difficulties will be accepted as reasons to change an appointment. In all cases the analyst is to be contacted immediately a problem with the appointment becomes apparent.

38. Following the interview the Job Analyst will produce a draft JD and send you a copy for comment. You, and your line manager, will be required to confirm the accuracy of its contents and highlight any errors or omissions. The finalised JD will be forwarded to your BM/TS for comment, after which it will be submitted to the judging panel.