



Senior Manager Job Evaluation Scheme

Job Evaluation Scheme

Criteria 1 – Knowledge requirement

Depth of knowledge required for the role	Breadth of Knowledge required for the role (Breadth of knowledge that has to be applied together with the extent of planning and integration required)				
	1 Specialist and substantial knowledge of discipline. Planning/delivery of specialist work area	2 Complete range of knowledge across a service/function area. Planning delivery of entire service	3 Integration across functions and/or services within the council and associated organizations or partnerships. Involved in corporate planning	4 Integration of diverse functions within the council and with associated organizations or partnerships. Strategic planning across entire range of council services	5 Integration and planning across the whole council, and between the council and other organisations.
1 Professionally accredited or equivalent knowledge obtained through practical experience	1	2			
2 Professionally accredited or equivalent knowledge obtained through significant applied experience combined with associated relevant practical managerial experience	2	3	4		
3 In depth diverse expertise together with significant managerial experience.	3	4	5	6	
4 In depth diverse expertise combined with extensive senior managerial expertise.		5	6	7	8

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Criteria 2 – Creative thinking required / policy direction involved

Nature and level of challenge (complexity of challenge and need for innovative thinking)	Level of discretion				
	1	2	3	4	5
	Managerial guidance, policy and procedures available. Focus primarily on one operational area	Senior manager level guidance available, work within corporate policy, operational procedures must be developed and adapted. Focus on an entire function or service area	Guidance only from most senior managers and elected members. Contribute to development of corporate policy within strategic policy framework. Focus on diverse areas of organisations activity	Guidance primarily from elected members, developing strategic direction of entire organization. Focus on entire organisation	Guidance only from elected members and/or legislation high level strategic development and integration across the entire organisation
1	A range of interrelated issues requiring innovative thinking and response to find a solution in one operational area	1	2		
2	A range of related and unrelated issues requiring innovative thinking and response to find a solution in one function/service area	2	3	4	
3	A diverse range of related and unrelated issues across more than one function requiring innovative thinking to develop a solution	3	4	5	6
4	Highly complex issues requiring significant interpretation or extension of existing policy, across more than one department/service area.		5	6	7
5	Challenging and highly complex situations with uncertain outcomes requiring the initiation and development of new policy impacting on the whole organisation.			8	9

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Criteria 3 – Impact on people / organisation(s)

	External influencing requirement				
	1	2	3	4	5
	Role mostly focused on the provision of internal services with limited external liaison	Regular external contact required for the on-going management of a range of service, supply and partnership relationships	Management and development of external relationships of significant importance to the Council.	High level contact with public and other external bodies to discuss negotiate and resolve controversial issues that impact on the council	High public visibility and negotiation with external partners/ stakeholders on significant and controversial matters relating to the whole council
Managerial (internal organisation) influence required					
1	Small team or full line management of small team, or impact across more than one department	2	3		
2	Full line management of a number of teams, or impact across all departments	3	4	5	
3	Full line management of a department or large business unit. Or significant impact across all departments	4	5	6	7
4	Full responsibility for the entire work force			7	8

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Criteria 4 – Responsibility for resources

Size of budget/resources managed	Type of responsibility for managing resources		
	1 Advisory/indirect	2 Shared accountability with colleagues, partners, contractors etc	3 lead responsibility or direct accountability
Indicative Revenue Budget (% of GRE)			
1 Less than 1%	1	2	3
2 2% – 5 %	2	3	4
3 6% – 20%	3	4	5
4 21% – 40%	4	5	6
5 41% – 70%	5	6	7
6 71% - total GRE	6	7	8

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Scoring matrix

Level	Factors and points per level			
	Knowledge	Creative thinking and policy decision	Impact on people	Responsibility for resources
1	120	40	40	40
2	240	80	80	80
3	360	120	120	120
4	480	160	160	160
5	600	200	200	200
6	720	240	240	240
7	840	280	280	280
8	960	320	320	320
9		360		

When scoring it is possible to put a 'plus' or 'minus' onto any of the sub factor levels; for the 'knowledge' factor this has the effect of adding or subtracting 30 points to the score. In all other factors add or subtract 10 points. The exception to this is: level one in any factor cannot be subject to a "minus" and the highest level in any factor cannot be subject to a "plus".