

# **CITY OF LONDON CORPORATION**

## **JOB EVALUATION SCHEME**

### **Conventions**

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## **General notes**

1. Under each factor, the responsibilities taken into consideration will be those which are typical (or, in the case of Factors 1A and 3C, essential) requirements of the post. This is stated explicitly in notes at the heading of some factors, but should be taken to be implicit elsewhere.
2. The factors in general are hierarchical. Where it is not expressly stated that to attain a certain level in a factor requires the postholder to have, in addition to the responsibilities delineated at that level, those responsibilities which have already been delineated under lower levels of the same factor, this should be taken as implicit.
3. The paragraph numbers in each factor refer to the level definitions numbers in the Factor Plan itself.

## Factor 1 – KNOWLEDGE AND EXPERTISE

### A) Practical, Theoretical, Technical, Professional, and Managerial Knowledge and Expertise

#### General

This factor measures the essential requirements for any successful applicant to the job were it to be advertised. These may be demonstrated through either qualifications or experience, or through both. The factor also takes into account the nature of the work for which these qualifications or experience are necessary in carrying out the duties of the post.

1. Formal qualifications or previous job-related experience may be desirable but are not essential to do the job. The knowledge and skills required to perform the job can be acquired after a short period of on-the-job training or instruction.

Examples: Messenger (Chamberlain's), Cleaner (Community & Children's Services - Education), Litter Picker (Open Spaces - Epping Forest), Car Park Attendant (Community & Children's Services - Barbican Estate)

2. At this level, successful applicants to the post will specifically possess a period of job-related experience in order to acquire skills such as customer care, driving or the operation of minor plant or machinery or IT packages. Qualifications or equivalent experience to NVQ 2 level (e.g. 5 Grade A-C GCSEs, Btec 1st Diploma, GNVQ intermediate level, City & Guilds craft) may be essential for applicants to the job.

A period of on-the-job training or instruction would also be required, but postholders would be expected to carry out their duties or use their skills largely without supervision. Some supervision of staff may be a requirement for the job and some experience of this may be either essential or desirable.

Postholders would be required to apply their skills, qualifications and experience to a range of activities though they may require in particular a high degree of proficiency in one particular skill.

Examples: Shrieval Chauffeur (Central Criminal Court), Library Assistant (Libraries, Archives & Guildhall Art Gallery), Gardener/Keeper (Open Spaces - West Ham Park), Play Facilities Attendant/Keeper (Open Spaces - Hampstead Heath), Heath Ranger/Keeper (Open Spaces - Hampstead Heath), Chargehand Housemaid (Mansion House), School Keeper (CLSG), Guildhall Security Officer (City Surveyor's), Inspector - Drainage (Environmental Services), Personnel Assistant (Environmental Services), Support Services Assistant (Town Clerk's), Property Officer/Tape Librarian (CoL Police), Resident Estate Officer 'A' (Community & Children's Services), Stage Supervisor (Barbican Centre), Technician (Barbican Centre)

3. Postholders will possess either
- (a) a body of specialised knowledge and experience within a particular administrative, craft or technical area of work that will enable them without further training and as necessary without supervision to utilise their skills and knowledge in their particular department, section or location of work;
- or
- (b) proven supervisory or management experience that would enable them to be in charge of a body of postholders at level 2 in this factor.

Postholders must also be able to demonstrate well-developed practical, literacy or numeracy skills.

The skills described above would be at the level of academic, occupational or vocational qualifications to NVQ3 level (e.g. 2 or more A-Levels, ONC, GNVQ advanced level, City & Guilds advanced craft). Postholders must possess at least 2 years' relevant experience of work requiring this level of knowledge.

Examples: Maintenance Assistant (Markets - Billingsgate), Electrician (Markets - Spitalfields), Team Leader (Open Spaces - Hampstead Heath), Administrative Assistant - Finance (Community & Children's Services - Education), Council Tax Officer (Chamberlain's), Inspector - Head of Security (Markets - Billingsgate), Process/Collision Section Supervisor (CoL Police), Residential Scheme Manager (Community & Children's Services)

4. Postholders will have a range of professional, theoretical, technical or practical expertise in a specialist area.

A "*specialist area*" would be a branch of professional, theoretical, technical or practical etc. activity for which qualifications at NVQ4 level would be expected to be possessed by skilled practitioners or where the breadth of management ability required would enable the postholders to supervise staff at Level 3 in this factor.

Examples of NVQ4 qualifications are first degree, HNC, Btec or RSA higher level, or a nursing or teaching qualification.

Additionally, postholders must have at least two years' experience of working to this level of knowledge in the specialist area of work.

Examples: Conservation Supervisor (Open Spaces - Hampstead Heath), Marketing/Corporate Hospitality Executive (Environmental Services - Tower Bridge), Policy Officer - Consultation (Town Clerk's), Senior Data Resources Officer (Environmental Services), Assistant Librarian (Libraries, Archives & Guildhall Art Gallery), Landscape & Services Manager (Environmental Services - Cemetery), Fingerprint Officer (CoL Police), Chief Assistant Ceremonial Officer (Remembrancer's)

5. Postholders will have either

(a) sufficient professional and management experience which would enable them to manage an area of work where a range of professional or technical activities or duties are undertaken, or

(b) a body of complex knowledge and experience which would normally be associated with qualification to chartered professional status.

In either case, postholders must be able to demonstrate at least 3 years' experience of working at this level of knowledge

Examples: Principal Interpretation Officer (Libraries, Archives & Guildhall Art Gallery), Surveyor (City Surveyor's), Building Surveyor (City Surveyor's), Environmental Health Officer (Environmental Services), Personnel Manager (DoTS), Senior Social Worker (Community & Children's Services), Public Affairs Manager (Open Spaces - Epping Forest), Building Manager (CCC), HR Deputy Director (CoL Police), Senior Social Worker (Community & Children's Services), Project Manager (City Surveyor's), IT Manager (Town Clerk's), Head of Education (Barbican Centre), General Services Director (CoL Police), Corporate & Democratic Services Manager (Town Clerk's), Head of Press (Town Clerk's - PRO), Development Portfolio Manager (City Surveyor's)

6. Postholders will possess an expert level of managerial and professional or technical knowledge in a specific area of Corporation activity such that they are able to either

(a) provide authoritative advice and direction to postholders elsewhere in the Corporation practising or having involvement in the same discipline; or

(b) be responsible for the management of a complex discipline or function in which they would be regarded as the Corporation "authority" by Members or senior officers.

Examples: Principal Engineer (City Surveyor's), Head of Theatre (Barbican Centre), Superintendent LCM (Markets), Commercial Director (Barbican Centre), Head of Payments & Administration (Chamberlain's), Head Archivist (Libraries, Archives & Guildhall Art Gallery), Assistant City Solicitor (C&CS)

7. Postholders will have a high level of professional, theoretical or technical expertise and significant managerial experience such that they are able to be directly responsible to Committees for the strategic direction of an entire department or be regularly required to lead high-level projects which have Corporate-wide implications and a significant effect on all departments.

Examples: Director of Libraries, Archives and Guildhall Art Gallery; Principal GSMD; Private Secretary to the Lord Mayor; City Planning Officer

8. Postholders will have a level of professional, theoretical or technical expertise and management experience such that it is a regular requirement of the post to apply their expertise and experience to very broad management activities in the Corporation.

Examples: Comptroller & City Solicitor

## B) Operational Knowledge and Experience

### General

This factor measures the knowledge of the City of London Corporation and those whom the Corporation deals with which is required to carry out proficiently the duties of the job. It may therefore be necessary to take account of experience acquired within the job, to the point at which its main duties or principal accountabilities can be fulfilled as the Corporation requires.

1. Postholders are required to have knowledge of working methods and information on contacts, and knowledge of some procedures.

*“Knowledge of working methods and information on contacts”* means that postholders would have a body of knowledge about the activities and contacts connected with their own work, together with a basic knowledge of related work outside their own section, such as whom to contact for information or assistance, or to whom they can direct other people with whom they may come into contact who have queries not directly related to the postholders’ work.

*“Knowledge of some procedures”* means knowledge of procedures which are directly relevant to the work or duties of the postholders and awareness of procedures which the Corporation would expect all postholders to be familiar with, such as equal opportunities, Code of Conduct, complaints etc.

Postholders may possess wider knowledge of the City of London Corporation or their own department, but this would not be essential for them to carry out their duties proficiently.

Examples:      Handyperson/Maintenance Assistant (CLFS), Chargehand Housemaid (Mansion House), Shrieval Chauffeur (CCC), Gardener/Keeper (Open Spaces - West Ham Park), Car Park Attendant (Community & Children’s Services – Barbican Estate) Maintenance Assistant (Markets - Billingsgate), Play Facilities Attendant/Keeper (Open Spaces - Hampstead Heath), Heath Ranger/Keeper (Open Spaces - Hampstead Heath)

2. Postholders are required to have a range of knowledge of departmental procedures and operations, together with an understanding of the operations of some other departments or external bodies.

The requirement to have *“a range of knowledge of departmental procedures and operations”* means that for postholders to carry out their work proficiently it is necessary for them to have knowledge of the activities and functions of inter-related sections within their department. This may be because they need to be aware of what the other sections do in order to carry out their work successfully, or because their role requires them to advise others outside the department of the operation of other sections, or because their role requires them to give technical or professional help or advice to other sections of the department.

As the requirement is to have a “*range*” of knowledge of such procedures or operations, it is necessary for postholders to possess such knowledge of the activities of several other sections within the department they work for.

The requirement for “*an understanding of the operations of some other departments or external bodies*” means that it must be essential for the postholder to be conversant with the activities of the other departments or external bodies because of a necessary interconnection between these activities and those of the postholders’ own work or section, which the postholders need to be aware of such that they are able to carry out their duties to the level the City of London Corporation would expect.

This understanding might be, for example, a knowledge of contractors’ practices and personnel such that the postholder is able to facilitate and monitor their work, or a working knowledge of legislation such that advice can be given to members of the public, or a requirement to understand corporate or Police procedures, such as Financial Regulations or the Managers’ Guide to Policy and Procedures, as a necessary part of the postholder’s duties (e.g. to assist in budget or personnel management for the department).

“*Some other departments or external bodies*” means more than just one or two. They can be either departments or external bodies, or a combination of the two.

In each of the two parts of the definition, the term “*departments*” can be treated loosely, such that it can mean a division of a larger or more diverse Corporation department (e.g. a postholder in the Markets Department working at Spitalfields need only have a range of knowledge of Spitalfields’ procedures and operations to qualify for the first part of the definition; a postholder working in the Cemetery for the Department of Environmental Services need only have an “*understanding of the operations*” of three or four other sections outside the Cemetery but within Environmental Services to qualify for the second).

Examples: School Keeper (CLSG), Library Assistant (Libraries, Archives & Guildhall Art Gallery), Personnel Assistant (Environmental Services), Support Services Assistant (Town Clerk’s), Guildhall Security Officer (City Surveyor’s), Resident Estate Officer ‘A’ (Community & Children’s Services), Property Officer/Tape Librarian (CoL Police), Electrician (Markets - Spitalfields), Team Leader (Open Spaces - Hampstead Heath), Inspector - Drainage (Environmental Services), Administrative Assistant - Finance (Community & Children’s Services - Education), Council Tax Officer (Chamberlain’s), Residential Scheme Manager (Community & Children’s Services), Senior Data Resources Officer (Environmental Services), Stage Supervisor (Barbican Centre), Technician (Barbican Centre)

3. There are three necessary qualifications for this level
- (a) “a detailed knowledge of departmental activities”,  
and
  - (b) “a detailed knowledge of ... some other Corporation procedures”,  
and
  - (c) “a working appreciation of the activities and procedures of a few other departments or external bodies”.

All three must be achieved to earn this level.

- (a) “*Departmental*” derives from the same loose meaning of “*department*” as given for Level 2. Thus a postholder working at Tower Bridge need only have a “*detailed knowledge*” of Tower Bridge’s activities, rather than of all the Department of Technical Services’ activities, to qualify for this level of the definition. Nonetheless, it must be a requirement of the post for the postholder to have a good knowledge of most of the procedures, operations and practices of the broad area in which they work to earn this part of the definition.
- (b) To need “*a detailed knowledge of ... some other Corporation procedures*”, the postholder must be required in carrying out their duties to be fully conversant with a variety of City of London Corporation or Police procedures which emanate from outside the area in which they work (e.g. employment procedures, Financial Regulations). The postholder would not earn this part of the definition if he or she is required only to have a broad understanding of such procedures, such that there might usually be available a manager or a source in another department who would expect as part of their duties to interpret the procedures for the postholder.
- (c) “*A working appreciation of the activities and procedures of a few other departments or external bodies*” implies that it is a necessary part of the postholders’ work for them to understand the activities and procedures of these outside sources, not just in the sense of how they interconnect with the specific duties undertaken by the postholders but in relation to the whole of the work of the part of the Corporation in which the postholders are employed. The postholders’ “*working appreciation of the activities and procedures*” of these other departments or external sources is thus related to the “*detailed knowledge*” of their own departments’ activities and some other Corporation or Police procedures in the first two parts of the definition. A simple requirement to be in contact with an external organisation - for example, for procurement purposes or to seek advice - would not earn this part of the definition.

Examples: Marketing/Corporate Hospitality Executive (Environmental Services - Tower Bridge), Policy Officer - Consultation (Town Clerk's), Inspector - Head of Security (Markets - Billingsgate), Conservation Supervisor (Open Spaces - Hampstead Heath), Assistant Librarian (Libraries, Archives & Guildhall Art Gallery), Surveyor (City Surveyor's), Landscape & Services Manager (Environmental Services - Cemetery), Process/Collision Section Supervisor (CoL Police), Fingerprint Officer (CoL Police), Environmental Health Officer (Environmental Services), Building Surveyor (City Surveyor's), Principal Interpretation Officer (Libraries, Archives and Guildhall Art Gallery), Personnel Manager (DoTS), IT Manager (Town Clerk's), Senior Social Worker (Community & Children's Services)

4. Level 4 has two requirements:

(a) "A detailed knowledge of departmental strategies and policies"

and

(b) "an understanding of the functions and policies of a number of other departments or external bodies"

The same definition of "*department*" or "*departmental*" applies as in the earlier levels. Both parts of the definition must be achieved to earn this level.

To qualify for (a), it will be necessary for the duties of the post to require an in-depth knowledge of the strategic aims and short-term and medium-term business plans of the areas of the Corporation in which they are employed. This will be because the duties of the postholder are integral towards the successful fulfilment of these plans and strategies.

The requirement for (b) is related to (a). If postholders, as a result of the fundamental importance of their own duties towards the achievement of the strategic aims of the department, need to have an in-depth knowledge of departmental strategies and policies, they will also need to understand how the functions and policies of other departments and/or external bodies relate to these. To qualify for (b), therefore, it must be essential for the postholder to undertake duties of clear strategic importance to the department which to be successfully carried out require close working at a senior level with a number of other departments or outside bodies.

Examples: Chief Assistant Ceremonial Officer (Remembrancer's), Public Affairs Manager (Open Spaces - Epping Forest), Corporate & Democratic Services Manager (Town Clerk's), Building Manager (CCC), Head of Education (Barbican Centre), Project Manager (City Surveyor's), HR Deputy Director (CoL Police), Principal Engineer (City Surveyor's), Head of Theatre (Barbican Centre), Superintendent LCM (Markets), Development Portfolio Manager (City Surveyor's)

5. There are two essential qualifications for Level 5
- (a) “a detailed knowledge of the Corporation’s functions and policies across a number of departments or a wide area of responsibilities”
- or
- “involvement at a high level with most departments of the Corporation”
- and
- (b) “a clear understanding of the functions and policies of a number of external bodies”.

Both must be achieved to earn this level.

To qualify for (a), the post must require either

- in-depth knowledge of a number of corporate or strategic disciplines in order for the postholder to carry out its duties effectively or
- a close working relationship with a number of departments in the more common City of London usage of the term (i.e. a defined body headed by a Chief Officer), for the postholder to advise or direct them in a specialist discipline of corporate or strategic importance for which the postholder is responsible, this being necessary to help the departments in receipt of the advice and direction to achieve their strategic aims and fulfil their business plans or
- a close working relationship at Chief Officer level with all departments in order for the postholder to advise them on a specialist area of activity for which the postholder is responsible

To qualify for (b), the postholder must additionally have a strategic understanding of how the functions and policies of a number of external bodies relate to the postholder’s duties and responsibilities as set out in (a).

In all matters dealt with, however, there will as necessary be higher level posts within the department who are able to advise or direct the postholder on high-level strategic or functional matters.

Examples: Commercial Director (Barbican Centre), Chief Legal Assistant (C&CS), Head Archivist (Libraries, Archives & Guildhall Art Gallery), IS Director (Chamberlain’s)

6. Level 6 has three essential requirements:
- (a) “a thorough understanding of the policies of a number of functions and departments at the Corporation”,

and

- (b) “a thorough understanding of the policies ... of a number of external bodies which are key stakeholders or key client partners of the Corporation”,

and

- (c) “a deeper awareness of internal and external political and strategic issues”.

Postholders at this level will usually be either directly responsible to one or more Corporation committees for the strategic direction of significant or major functional areas of the Corporation, or will have an area of responsibility which has a major impact on all functions of the Corporation.

*“Key stakeholders or key client partners of the Corporation”* are external bodies which are vital to important long-term interest of the Corporation and to the ability of the Corporation to meet one or more of its strategic aims.

Examples: Assistant City Solicitor (C&CS); Principal GSMD; Director of Libraries, Archives and Guildhall Art Gallery; City Planning Officer

7. Level 7 has three essential requirements:

- (a) “a very significant knowledge of policies across the whole of the Corporation”,

and

- (b) “a very significant knowledge of policies ... of key stakeholders or key client partners of the Corporation”,

and

- (c) “a high level of awareness of key internal and external political and strategic issues affecting the Corporation”.

The duties of the postholders at this level must have a significant impact across the whole of the Corporation, and the degree of understanding required in all the parts of the definition must demonstrably be required to achieve this impact.

Examples: Comptroller & City Solicitor, Town Clerk & Chief Executive

## FACTOR 2 – PROBLEM-SOLVING

### A) Fact-Finding and Analysis

#### General

This factor measures the typical or predominant requirements for fact-finding in the main duties of the job. Occasional or one-off circumstances in their work which would require postholders to apply more in-depth analysis, evaluation or interpretation skills will not be considered.

1. The duties of the post will mainly follow clear and set routines and postholders at this level are required to understand clearly defined job instructions. Problems requiring fact-finding and analysis skills would therefore not be a typical requirement of the post, though postholders would be expected to use their judgement to attempt to resolve such problems when they arise.

Examples: Cleaner (Community & Children's Services - Education), Litter Picker (Open Spaces - Epping Forest), Messenger (Chamberlain's), Play Facilities Attendant/Keeper (Open Spaces - Hampstead Heath)

2. At this level, the duties of postholders may still be clearly defined, but the instructions to carry them out will be less clear-cut.

There will be a typical "*requirement to interpret information*" arising out of most duties of the post, which may for example be where it is the principal requirement of the postholder's job to

- act as first-line contact in answering the queries of the public or other employees, or
- examine and resolve routine technical problems.

The problems required to be solved will be of a "*routine*" nature, and there will generally be either supervision, or expertise from another department or outside body available for the postholder to seek advice from should "non-routine" problems arise.

Examples: Chargehand Housemaid (Mansion House), Car Park Attendant (Community & Children's Services - Barbican Estate), Shrieval Chauffeur (CCC), Guildhall Security Officer (City Surveyor's), School Keeper (CLSG), Gardener/Keeper (Open Spaces - West Ham Park), Heath Ranger/Keeper (Open Spaces - Hampstead Heath), Library Assistant (Libraries, Archives & Guildhall Art Gallery), Maintenance Assistant (Markets - Billingsgate), Support Services Assistant (Town Clerk's), Resident Estate Officer 'A' (Community & Children's Services), Administrative Assistant - Finance (Community & Children's Services - Education), Team Leader (Open Spaces - Hampstead Heath), Personnel Assistant (Environmental Services), Property Officer/Tape Librarian (CoL Police), Council Tax Officer (Chamberlain's), Stage Supervisor (Barbican Centre)

3. At this level there is a requirement arising out of all duties of the post for "*some evaluation of facts and interpretation of information*".

The duties of the post are less likely to be governed by procedure than in level 2. Postholders must bring their professional or technical skills to bear on what is likely to be non-straightforward information or original data. Problems will typically be non-routine in nature.

The evaluation of facts and interpretation of information must be demonstrably used to resolve either

- (a) "*a range of less routine problems*", or  
(b) "*more complex problems in a specialist area*".

In either category there is less likely to be a direct precedent to provide a solution and postholders are far more likely to be required to apply without further instruction or guidance their own judgement, based on professional or technical standards or (for example) on the interpretation of non-straightforward procedures to guide them.

"*A range of less routine problems*" in category (a) may be (for example) those faced in jobs covering a number of disciplines with largely non-routine duties where each situation is likely to present new problems or issues and where there is unlikely to be any procedural instruction available, or problems associated with having management responsibility for a group of staff who generally carry out routine tasks or whose duties are otherwise closely driven by procedures which they may nonetheless have to interpret in order to solve routine problems.

"*More complex problems in a specialist area*" in category (b) are more likely to have procedural and legislative guidance but will require a greater level of professional or technical skill to be used in arriving at a solution.

Examples: Electrician (Markets - Spitalfields), Technician (Barbican Centre), Inspector - Head of Security (Markets - Billingsgate), Marketing/Corporate Hospitality Executive (Environmental Services - Tower Bridge), Process/Collision Section Supervisor (CoL Police), Conservation Supervisor (Open Spaces - Hampstead Heath), Residential Scheme Manager (Community & Children's Services), Senior Data Resources Officer (Environmental Services), Policy Officer - Consultation (Town Clerk), Fingerprint Officer (CoL Police), Assistant Librarian (Libraries, Archives & Guildhall Art Gallery), Principal Interpretation Officer (Libraries, Archives and Guildhall Art Gallery), Personnel Manager (DoTS), Chief Assistant Ceremonial Officer (Remembrancer's), Landscape & Services Manager (Environmental Services - Cemetery)

4. At this level there is a requirement for "*careful analysis, interpretation and evaluation of a wide range of information*". This may for example involve specialist legal interpretation, the application of a considerable body of professional or technical knowledge, or the use of skill and experience to deal with complex problems where the postholder is not a professional specialist.

As the requirement is to exercise careful analysis, interpretation and evaluation over "*a wide range of information*", the postholder is therefore likely to have either management responsibilities covering a number of disciplines or a high level of professional expertise in a specialist area where a number of views have to be taken into account in resolving problems in accordance with corporate or legislative requirements.

The analysis, interpretation and evaluation of information is required to resolve either

- (a) "*more complex problems over a range of issues*", or
- (b) "*in-depth problems in a specialist area*".

Category (a) would apply to posts which combine technical or professional expertise with other responsibilities such as personnel and budgetary management, or to posts which have a range of technical or professional responsibilities covering several disciplines. Category (b) would apply to posts where professional expertise is required to exercise an in-depth understanding of complex casework issues.

Examples: Building Surveyor (City Surveyor's), Surveyor (City Surveyor's), Environmental Health Officer (Environmental Services), Senior Social Worker (Community & Children's Services), Public Affairs Manager (Open Spaces - Epping Forest), Head of Education (Barbican Centre), Building Manager (CCC), HR Deputy Director (CoL Police), Corporate & Democratic Services Manager (Town Clerk's), IT Manager (Town Clerk's), Project Manager (City Surveyor's), General Services Director (CoL Police), Head of Press (Town Clerk's - PRO)

5. At this level there is a requirement for "*information to be brought together from a variety of sources to which a high level of analysis and interpretation skills needs to be applied*".

Postholders at this level will generally be corporate "experts" in a field of considerable strategic importance or exercise high-level management responsibility in a specialist area while dealing with a wide range of issues. They will need to understand a large volume of complex information, a significant proportion of which comes from non-Corporation sources. There will usually be a degree of political discernment required in evaluating this information.

The analysis and interpretation skills must be demonstrably used to evaluate either

- (a) "a range of complex problems", or  
(b) "very complex problems in a specialist area".

Category (a) would cover posts which combine a high level of professional expertise with wide-ranging management responsibilities.

Category (b) would cover posts where the range of responsibilities may be narrower but where a very high level of professional expertise is required as the postholder would be acting authoritatively on behalf of the City of London Corporation in a field of considerable technical complexity and of strategic importance to the Corporation.

Examples: Principal Engineer (City Surveyor's), Superintendent LCM (Markets), Head of Theatre (Barbican Centre), Chief Legal Assistant (C&CS), Development Portfolio Manager (City Surveyor's), Head of Payments & Administration (Chamberlain's), Commercial Director (Barbican Centre), Head Archivist (Libraries, Archives and Guildhall Art Gallery)

6. At this level there is a requirement to deal with “*complex problems covering a broad range of issues that involve high levels of analysis, evaluation and interpretation skills, where the information needed to be evaluated comes from a variety of sources which are likely to present conflicting viewpoints*”.

The problems will be of the level of professional and political complexity associated with responsibility for a major functional area of the City of London Corporation, which might be either a whole department or an area of responsibility which has a major impact on all functions of the Corporation. The sources of information will be wider than that in Level 5 and will require a deep awareness of potentially contentious political issues which will affect the postholder’s area of responsibility and its wider relationship to the Corporation.

There will be a significant requirement to understand and interpret the significance of information from outside the postholder’s main professional field, and a continuing demand for a high level of speedy assimilation and rapid interpretation.

Examples: IS Director (Chamberlain’s); Assistant City Solicitor (C&CS); Director of Libraries, Archives and Guildhall Art Gallery; Private Secretary to the Lord Mayor; Principal GSMD; City Planning Officer

7. At this level there is a requirement for “*extreme clarity of thought in assembling and interpreting conflicting information and in developing solutions to highly complex problems across a range of areas within the Corporation*”.

Postholders will be required to have a comprehensive and in-depth understanding of a diverse range of highly complex information covering the majority of Corporation functions. The problems dealt with will frequently be outside the postholder’s principal professional field and will often be of significance to the whole of the Corporation. The highest level of political judgement will therefore be required in the development of the solutions.

Example: Comptroller & City Solicitor, Town Clerk & Chief Executive

## **B) Initiative, Innovation and Creativity**

### General

The convention throughout this factor is that the level awarded will be based on what are the typical or predominant duties of the post and not on more (or less) demanding duties which the postholder might occasionally be required to carry out. The availability of managerial or supervisory or other expertise in the postholder's area of activity will also influence the level awarded.

1. At this level, postholders have limited options as they work within clearly defined instructions or straightforward procedures or guidelines. The course of action will therefore usually be clear.

Examples: Cleaner (Community & Children's Services - Education), Litter Picker (Open Spaces - Epping Forest), Chargehand Housemaid (Mansion House), Messenger (Chamberlain's)

2. At this level, postholders will still generally work within procedures or guidelines, but these will be less straightforward and greater discretion will be required to determine the correct course of action.

Additionally, postholders may regularly be faced with unexpected problems which it is an integral requirement of their post to deal with, arising out of their professional or technical responsibilities or from problems raised by other officers, members of the public or other contacts. There will, however, be a limited number of alternative courses of action, and these will generally be readily identifiable to the postholder. There will also generally be more senior officers available with expertise in the postholder's field who will be able to advise on or take responsibility for less straightforward matters.

Examples: Library Assistant (Libraries, Archives & Guildhall Art Gallery), Shrieval Chauffeur (CCC), Guildhall Security Officer (City Surveyor's), Car Park Attendant (Community & Children's Services - Barbican Estate), School Keeper (CLSG), Gardener/Keeper (Open Spaces - West Ham Park), Heath Ranger/Keeper (Open Spaces - Hampstead Heath), Handyperson/Maintenance Assistant (CLFS), Maintenance Assistant (Markets - Billingsgate), Personnel Assistant (Environmental Services), Inspector - Drainage (Environmental Services), Support Services Assistant (Town Clerk's), Electrician (Markets - Spitalfields), Administrative Assistant - Finance (Community & Children's Services), Property Officer/Tape Librarian (CoL Police), Resident Estate Officer 'A' (Community & Children's Services), Council Tax Officer (Chamberlain's), Stage Supervisor (Barbican Centre), Team Leader (Open Spaces - Hampstead), Technician (Barbican Centre), Process/Collision Section Supervisor (CoL Police), Residential Scheme Manager (Community & Children's Services), Senior Data Resources Officer (Environmental Services)

3. At this level, there is a requirement for “*interpretation of a range of alternatives to select the most appropriate course of action where there may be a number of differing options*”. While there may still be a limited range of alternative courses of action, and these will be fairly clear, there will be a requirement to evaluate and judge a number of related issues before selecting the most appropriate course of action. Issues which will need to be taken into account may include legal, political, economic, management or public-relations matters. Problems may be “new” in the sense that there will be no direct precedent for dealing with them. The postholder will be engaged in a professional or technical activity and may either be the local expert in their field or generally required to make decisions without recourse to more senior staff.

Examples: Marketing/Corporate Hospitality Executive (Environmental Services - Tower Bridge), Inspector - Head of Security (Markets - Billingsgate), Policy Officer - Consultation (Town Clerk’s), Conservation Supervisor (Open Spaces – Hampstead Heath), Assistant Librarian (Libraries, Archives etc.), Fingerprint Officer (CoL Police), Environmental Health Officer (Environmental Services), Principal Interpretation Officer (Libraries, Archives etc.), Building Surveyor (City Surveyor’s), Personnel Manager (DoTS), Surveyor (City Surveyor’s), Landscape & Services Manager (Environmental Services - Cemetery), Chief Assistant Ceremonial Officer (Remembrancer’s), Senior Social Worker (Community & Children’s Services), Public Affairs Manager (Open Spaces - Epping Forest), Building Manager (CCC), HR Deputy Director (CoL Police), Corporate & Democratic Services Manager (Town Clerk’s), IT Manager (Town Clerk’s)

4. At this level, there is a requirement for “*consideration of a wide range of alternatives where the options are not always clear and new solutions are required*”.

Postholders will work in areas which regularly present “new” problems to be resolved. They may, for example, be involved in management of a series of complex projects, or have ongoing responsibilities which are of political or strategic importance to the City of London Corporation.

Postholders will be engaged in complex professional activities and will usually additionally have wide management responsibilities. Because the information and issues dealt with are less clear than at earlier levels, there will typically be no exact precedent in determining the most appropriate course of action.

Creative or innovative thinking will also generally need to be shown in areas where there is a political or public-relations dimension to the problem under review.

Examples: Head of Education (Barbican Centre), Project Manager (City Surveyor’s), General Services Director (CoL Police), Head of Press (Town Clerk’s - PRO), Head of Payments & Administration (Chamberlain’s), Superintendent LCM (Markets)

5. At this level “*greater levels of creative thinking and initiative*” are required.

Postholders will either

- have highly complex professional and management responsibilities, or
- have management (but not necessarily strategic) responsibility for a field of considerable technical complexity, or
- will be in charge of a significant and discrete area of corporate activity with diverse managerial responsibilities covering a range of issues.

The issues and information dealt with will themselves often be unclear, and so it will be necessary for the postholder to determine the range of options available before evaluation and judgement on these begins. There is likely to be a significant political, economic or public-relations sensitivity to the problems under review.

Examples: Principal Engineer (City Surveyor’s), Head of Theatre (Barbican Centre), Chief Legal Assistant (C&CS), Development Portfolio Manager (City Surveyor’s), Head Archivist (Libraries, Archives & Guildhall Art Gallery), Commercial Director (Barbican Centre)

6. At this level, there is a requirement for “*high levels of innovative and creative thinking in order to resolve complex issues where new policies or initiatives may be necessary*”.

Postholders will be required to review issues related to all aspects of a significant function of the Corporation or very complex areas of professional activity within a major functional area of the Corporation.

Because of the importance of the issues under review, the development of ideas will require a high degree of political and professional judgement. The postholder’s significant and diverse responsibilities will mean that there will frequently be limited time for reflection when issues need to be assessed.

Examples: Assistant City Solicitor (C&CS); IS Director (Chamberlain’s); Principal GSMD; Private Secretary to the Lord Mayor; Director of Libraries, Archives and Guildhall Art Gallery

7. At this level, there is a requirement for “*very high levels of innovative and creative thinking or initiative on a number of strategic issues, which involve the development of new concepts and approaches*”.

Because creative thinking is required on a number of strategic issues, the most complex level of political sensitivity is required in developing ideas.

Examples: Comptroller & City Solicitor, City Planning Officer, Town Clerk & Chief Executive

### 3 PLANNING AND ORGANISING

#### A) Planning Work

1. Postholders at this level work within clearly defined routines, though these may change from day to day. There is little autonomy granted to vary from routines, though the postholder may use their judgement to alter priorities to meet unexpected situations or emergencies.

Examples: Cleaner (Community & Children's Services - Education), Litter Picker (Open Spaces - Epping Forest), Car Park Attendant (Community & Children's Services - Barbican Estate), Shrieval Chauffeur (CCC), Messenger (Chamberlain's), Heath Ranger/ Keeper (Open Spaces - Hampstead Heath), Gardener/Keeper (Open Spaces - West Ham Park), Handyperson/Maintenance Assistant (CLFS), School Keeper (CLSG), Guildhall Security Officer (City Surveyor's), Maintenance Assistant (Markets - Billingsgate)

2. Postholders at this level have autonomy to set their own work routines and are required to use their judgement to meet priorities, though the actual priorities themselves will usually be determined by more senior officers, customer requirements or procedural guidelines.

The postholders may undertake tasks (for example, projects, research work or provision of customer services) within their section or division for which they will have responsibility for determining the routines but for which the deadlines or outcomes will also usually be determined by more senior officers or customer requirements or procedural guidelines.

Postholders may also have ongoing supervisory responsibilities for staff which ensure that a body of work for which they and their section are responsible is completed.

Examples: Library Assistant (Libraries, Archives & Guildhall Art Gallery), Personnel Assistant (Environmental Services), Chargehand Housemaid (Mansion House), Support Services Assistant (Town Clerk's), Electrician (Markets - Spitalfields), Property Officer/ Tape Librarian (CoL Police), Technician (Barbican Centre), Team Leader (Open Spaces - Hampstead Heath), Inspector - Drainage (Environmental Services), Resident Estate Officer 'A' (Community & Children's Services), Stage Supervisor (Barbican Centre), Administrative Assistant - Finance (Community & Children's Services - Education), Council Tax Officer (Chamberlain's), Residential Scheme Manager (Community & Children's Services), Fingerprint Officer (CoL Police)

3. Postholders at this level are required to

(a) prepare, or

(b) implement

“*detailed plans*”.

Postholders will therefore either be officers predominantly engaged on project-oriented work of a professional or technical nature, for which they will have considerable autonomy in setting deadlines, terms of reference and methods of approach, or be officers who have managerial responsibilities for ensuring that a body of work comprising a diverse range of tasks within a single area of activity is achieved. In either case, targets, the range of work and professional standards required will usually be set and reviewed by more senior officers or be determined by external or statutory guidelines, and the projects or plans carried out by the postholders will also more usually be allocated to them rather than self-generated.

Examples: Process/Collision Section Supervisor (CoL Police), Conservation Supervisor (Open Spaces - Hampstead Heath), Senior Data Resources Officer (Environmental Services), Inspector - Head of Security (Markets - Billingsgate), Marketing/Corporate Hospitality Executive (Environmental Services - Tower Bridge), Assistant Librarian (Libraries, Archives & Guildhall Art Gallery), Policy Officer - Consultation (Town Clerk's), Environmental Health Officer (Environmental Services), Surveyor (City Surveyor's), Personnel Manager (DoTS), Senior Social Worker (Community & Children's Services)

4. There are two ways of qualifying for this level. Postholders must either

(a) prepare, implement and review complex plans over a longer period for their own area of work, or

(b) be involved in planning and managing the work programme for a number of Corporation or contract staff.

Postholders in category (a) do not necessarily need to have management responsibilities but will nonetheless have autonomy at any particular time over one or more long-term projects or will have recurrent personal responsibilities for which they will be required to determine deadlines, control costs and, as necessary, organise staffing requirements. The projects or other responsibilities will typically require at least one year from planning to completion, and will require the application of a body of complex professional or technical knowledge. However, autonomy will frequently be constrained by policy, legal or other guidelines which the postholder will be required to interpret but will not have the authority to set or determine.

Postholders in category (b) are required to control and organise a discrete area of City of London Corporation activity. “*Planning and managing the work programme*” means that the postholder will be required to set targets and standards for other staff or contractors and will not just be ensuring that a pre-determined body of work is completed but will either be wholly responsible for or very closely involved in the determination of work that is to be carried out by these Corporation or contract staff. “*A number*” in this instance means between one and thirty.

Examples: Building Surveyor (City Surveyor’s), Chief Assistant Ceremonial Officer (Remembrancer’s), Principal Interpretation Officer (Libraries, Archives & Guildhall Art Gallery), Public Affairs Manager (Open Spaces - Epping Forest), HR Deputy Director (CoL Police), Head of Education (Barbican Centre), Project Manager (City Surveyor’s), IT Manager (Town Clerk’s), Corporate & Democratic Services Manager (Town Clerk’s), Chief Legal Assistant (C&CS), Head of Press (Town Clerk’s - PRO)

5. There are two ways of qualifying for this level. In both instances, the postholder is required to prepare, implement and review complex plans which involve the management of either
  - (a) a broader area of work combining a range of disciplines, or
  - (b) a significant number of City of London or contract staff.

In both categories (a) and (b), postholders are required to interpret management, policy and legal guidelines for an area of complex activity and have responsibility for making decisions and recommendations necessary to direct, manage and develop policy in this area.

In category (a), the area of activity must involve diverse responsibilities encompassing several different operational areas.

In category (b), a “*significant number*” is more than thirty City of London or contract staff, for which the postholder will have permanent or ongoing responsibility.

Examples: Landscape & Services Manager (Environmental Services - Cemetery), Building Manager (CCC), Principal Engineer (City Surveyor’s), General Services Director (CoL Police), Superintendent LCM (Markets), Development Portfolio Manager (City Surveyor’s), Head of Theatre (Barbican Centre), Head of Payments and Administration (Chamberlain’s), Head Archivist (Libraries, Archives & Guildhall Art Gallery), Commercial Director (Barbican Centre), Assistant City Solicitor (C&CS)

6. To qualify for Level 6, postholders must plan and manage “*longer-term*” programmes which satisfy three criteria:
- (a) they must involve “*a larger part*” of the Corporation and its resources, and
  - (b) they must ensure that departmental objectives are achieved, and
  - (c) they must significantly affect the ability of the Corporation to meet one or more of its strategic aims.

“*Longer-term programmes*” involve at least three years of forward planning. To satisfy the three criteria, postholders must either

- be directly responsible to the Corporation for the strategic direction of a department and contribute to the development of Corporation-wide policies, or
- make decisions and recommendations necessary to direct, manage and develop policy for a Corporation department while additionally having overall responsibility for the development of Corporation policies and initiatives that have a considerable impact on operational activities across all Corporation departments.

In either case, the responsibilities of the postholder must be critical to helping the Corporation to achieve at least one of its strategic aims.

Examples: IS Director (Chamberlain’s); Principal GSMD; Private Secretary to the Lord Mayor; Director of Libraries, Archives and Guildhall Art Gallery

7. To achieve this level, postholders must be required to develop strategic plans that significantly affect the whole of the Corporation. Postholders at this level will be in charge of a department with major functional areas which are critical to the vital interests of virtually all areas of the Corporation.

Examples: City Planning Officer, Comptroller & City Solicitor

8. At this level, the postholder is required to approve any strategic plans which significantly affect the whole of the Corporation. The postholder will be required to have responsibility for all functional areas of the Corporation.

Examples: Town Clerk & Chief Executive

## B) Developing Procedures, Policies and Initiatives

### General

The same convention regarding the typical or predominant duties of the post that applied in Factors 2A and 2B also applies to this factor.

1. At this level, postholders will have no formal requirement in their duties to develop new procedures or work practices, although they would be required to support their implementation, and may be asked as part of normal practice within their section, division or department to contribute ideas for new initiatives through such forums as team meetings, appraisals etc.

Examples: Cleaner (Community & Children's Services - Education), Litter Picker (Open Spaces - Epping Forest), Heath Ranger/Keeper (Open Spaces - Hampstead Heath), Chargehand Housemaid (Mansion House), Shrieval Chauffeur (CCC), Gardener/Keeper (Open Spaces - West Ham Park), School Keeper (CLSG), Play Facilities Attendant/Keeper (Open Spaces - Hampstead Heath), Messenger (Chamberlain's), Maintenance Assistant (Markets - Billingsgate), Guildhall Security Officer (City Surveyor's), Stage Supervisor (Barbican Centre), Car Park Attendant (Community & Children's Services - Barbican Estate), Property Officer /Tape Librarian (CoL Police), Technician (Barbican Centre), Personnel Assistant (Environmental Services), Handyperson/Maintenance Assistant (CLFS), Library Assistant (Libraries, Archives & Guildhall Art Gallery), Support Services Assistant (Town Clerk's)

2. At this level, there is a formal requirement for postholders to provide some input into the development of new procedures and work practices, as a result of having either managerial or supervisory responsibilities for a small section or unit, local expertise in a specialist field, or regular responsibilities for specific projects or functions within a section or department. The ideas and input given to new initiatives by such postholders will be subject to the approval of their immediate senior officers.

Examples: Inspector - Drainage (Environmental Services), Resident Estate Officer 'A' (Community & Children's Services), Electrician (Markets - Spitalfields), Team Leader (Open Spaces - Hampstead Heath), Administrative Assistant - Finance (Community & Children's Services - Education), Council Tax Officer (Chamberlain's), Marketing/Corporate Hospitality Executive (Environmental Services - Tower Bridge), Senior Data Resources Officer (Environmental Services), Process/Collision Section Supervisor (CoL Police), Fingerprint Officer (CoL Police), Residential Scheme Manager (Community & Children's Services), Senior Social Worker (Community & Children's Services), Chief Assistant Ceremonial Officer (Remembrancer's)

3. At this level, postholders are required to contribute in an advisory capacity to the development of procedures or the preparation of new initiatives or policies. “An advisory capacity” can mean that

- the postholder will contribute through qualified professional or technical expertise and be expected to lead on the development of some policies in this area and draft, maintain and review policies, procedures, initiatives etc, or
- the postholder has management responsibility within a division or department for a particular function, or
- the postholder is the departmental expert in a professional or technical field with the requirement to be consulted on policy development on which that professional or technical expertise has a bearing, or
- the postholder has specialist expertise in a central department and will be consulted by other departments in the development of initiatives or policies which relate to that specialist expertise.

The postholder may in any of these cases be expected to take overall responsibility for the development and maintenance of any procedures, policies or initiatives introduced, but the decisions to approve these will usually be taken by others at a more senior level.

Examples: Conservation Supervisor (Open Spaces - Hampstead Heath), Inspector - Head of Security (Markets - Billingsgate), Assistant Librarian (Libraries, Archives & Guildhall Art Gallery), Surveyor (City Surveyor's), Environmental Health Officer (Environmental Services), Building Surveyor (City Surveyor's), Personnel Manager (DoTS), Project Manager (City Surveyor's), Principal Interpretation Officer (Libraries, Archives & Guildhall Art Gallery)

4. At this level, the postholder is required either to
- (a) provide an integral and significant contribution to the preparation and development of procedures, policies or initiatives, or
  - (b) coordinate the preparation and development of procedures, policies and initiatives using different sources.

“Provide an integral and significant contribution” in category (a) means that the postholder is expected to lead on the development of all policies in their area of responsibility or professional expertise, and will be expected to approve the drafting, maintenance and review of policies, procedures, initiatives etc.

“Coordinate the preparation and development” in category (b) means that the postholder would be in charge of maintenance within their department of policies, procedures, initiatives etc., which are not necessarily within the postholder's direct area of operational activity.

The “*different sources*” in category (b) may be other officers with expertise within the division or department; officers from outside the department who can offer specialist or technical advice; statute; government guidelines; standards or guidance produced by professional institutions; etc.

In both categories (a) and (b), while the postholder would have very significant responsibility for the management, development, maintenance and review of the policies, initiatives etc., overall responsibility within the division or the department to Committees or other regulatory or management bodies inside or outside the City of London Corporation would still be held by a more senior officer.

Examples: Policy Officer - Consultation (Town Clerk’s), Landscape & Services Manager (Environmental Services - Cemetery), Public Affairs Manager (Open Spaces - Epping Forest), HR Deputy Director (CoL Police), Building Manager (CCC), Head of Education (Barbican Centre), Corporate & Democratic Services Manager (Town Clerk’s), IT Manager (Town Clerk’s), Principal Engineer (City Surveyor’s), General Services Director (CoL Police), Superintendent LCM (Markets), Development Portfolio Manager (City Surveyor’s), Chief Legal Assistant (C&CS), Head of Theatre (Barbican Centre), Head of Press (Town Clerk’s - PRO), Head of Payments & Administration (Chamberlain’s)

5. At this level, the postholder is required to lead the development of changes to policies, standards and performance targets that affect a specific area of the Corporation.

“*Lead the development*” means that the postholder is either directly responsible to a Corporation committee(s) for the policies, standards and performance targets or is authorised by their Chief Officer to approve these within their department and to report on them to committee(s).

“*A specific area of the Corporation*” is a department with a single or non-diverse function or a discrete division of a larger department for which the postholder has functional responsibility for determining policy.

Examples: Commercial Director (Barbican Centre), Head Archivist (Libraries, Archives & Guildhall Art Gallery), Assistant City Solicitor (C&CS), Principal GSMD, Private Secretary to the Lord Mayor

6. There are two ways of qualifying for this level. The postholder is required either to
- (a) “lead the development of changes to policies that affect a broader area of the Corporation”, or
  - (b) “make a significant contribution to the development of policies, standards and performance targets that affect the whole of the Corporation”.

“*Lead the development*” in category (a) has the same meaning as the first part of the definition of the term in Level 5.

“*A broader area of the Corporation*” is a large multi-functional department.

In category (b), the postholder is not necessarily required to corporately “*lead the development*” of the policies, standards and performance targets, but the postholder will be directly responsible to a Corporation committee(s) for a function which has a direct impact on the interests of the whole Corporation.

Examples: IS Director (Chamberlain’s); Director of Libraries, Archives and Guildhall Art Gallery; City Planning Officer; Comptroller & City Solicitor

7. At this level, the postholder is required to authorise changes to policies, standards and performance targets that affect the whole of the Corporation.

“*Lead the development*” has the same meaning as it has in Level 6. The policies, standards and performance targets developed must be of critical importance to the vital interest of the whole Corporation.

Examples: Town Clerk & Chief Executive

## C) Management Responsibilities for People

### General

This factor is not measuring the number of people for which the postholder has management responsibilities but instead measures the influence in employment matters the postholder has or can have on those he or she is responsible for.

1. At this level, postholders have no, or very limited, responsibility for people. The limited responsibility may include the requirement to assist new Corporation or contractor/agency staff or others in receipt of training from the Corporation with procedural guidance and working practices.

*“The requirement to assist new Corporation or contractor/agency staff or others in receipt of training from the Corporation”* will be as part of induction or on-the-job training, but there will be no ongoing, medium- or long-term requirement to train specific individuals or groups.

*“Others in receipt of training from the Corporation”* might be casual staff, volunteers, school pupils either within the Corporation’s schools or on work experience, or students.

Examples: Heath Ranger/Keeper (Open Spaces - Hampstead Heath), Inspector - Drainage (Environmental Services), Technician (Barbican Centre), Council Tax Officer (Chamberlain), Residential Scheme Manager (Community & Children’s Services), Chargehand Housemaid (Mansion House), Policy Officer - Consultation (Town Clerk)

2. At this level there will be an ongoing requirement for the postholder to give training and guidance, which may include the allocation of work, to any of the categories of person identified in Level 1 or to less senior Corporation, contractor or agency staff in the same group or section.

*“Less senior Corporation staff”* may, for example, be officers on a career grade shared by the postholder but on which the postholder is at a higher level.

The ongoing requirement will usually be in relation to the same individuals or groups of people but there may be an ongoing requirement to give training and guidance to, for example, volunteer groups where the individuals within the groups may change from week to week or over longer periods of time.

Examples: Marketing/Corporate Hospitality Executive (Environmental Services - Tower Bridge), Fingerprint Officer (CoL Police), Surveyor (City Surveyor’s), Project Manager (City Surveyor’s)

3. At this level, the postholder must have formal ongoing organisational responsibility to line-manage staff, which will involve the allocation, supervision and checking of work but will also include additional management responsibilities such as:
- Disciplinary action up to and including first written warning
  - Participation in the recruitment process, including interviews, but without leading on or authorising or making formal recommendation for recruitment
  - Appraisals
  - Recommendations for training and learning and development opportunities for staff managed or supervised.

Examples: Public Affairs Manager (Open Spaces - Epping Forest), Principal Engineer (City Surveyor's), Development Portfolio Manager (City Surveyor's), Chief Legal Assistant (C & CS), Head of Press (Town Clerk - PRO)

4. At this level, the postholder will have ongoing line-management responsibilities for staff which must include
- Leadership of recruitment processes
  - Appraisal
  - Determination and authorisation of training and learning and development programmes for staff managed
  - Formal disciplinary action up to and including final written warning and recommendation to dismiss permanent staff.

The postholder must have management responsibility for all of these matters to qualify for this level.

Examples: Superintendent LCM (Markets), Commercial Director (Barbican Centre), Head Archivist (Libraries, Archives & Guildhall Art Gallery), IS Director (Chamberlain's), Assistant City Solicitor (C&CS)

5. At this level, the postholder must possess authority to exercise the full range of management responsibilities, including that of terminating the employment of permanent staff.

Examples: Principal GSMD, City Planning Officer, Comptroller & City Solicitor

## 4 FREEDOM TO ACT AND DECISION-MAKING

### A) Freedom to Act

#### General

The level definitions awarded are based on the typical requirement for decisions of postholders. Unusual or one-off situations requiring additional responsibility to be taken by the postholder are not rewarded. The availability of supervision, or management or other expertise, to give advice or to refer decisions to is taken into account.

1. At this level, postholders will have a requirement to make straightforward decisions but the main duties of their job usually follow clearly defined instructions, procedures or guidelines, or otherwise have clearly set work routines.

Examples: Litter Picker (Open Spaces - Epping Forest), Messenger (Chamberlain's), Chargehand Housemaid (Mansion House), Personnel Assistant (Environmental Services)

2. At this level, postholders are usually following instructions, procedures or guidelines, but these can be less straightforward and may frequently require interpretation. The postholder will also be required as part of the main duties of their job to make decisions without reference to supervision on routine queries raised by customers, clients or other stakeholders, or other problems arising in the routine of their work where the answer will not necessarily be governed by procedure.

Examples: Shrieval Chauffeur (CCC), Gardener/Keeper (Open Spaces - West Ham Park), Car Park Attendant (Community & Children's Services - Barbican Estate), School Keeper (CLSG), Guildhall Security Officer (City Surveyor's), Heath Ranger/Keeper (Open Spaces - Hampstead Heath), Handyperson/Maintenance Assistant (CLFS), Maintenance Assistant (Markets - Billingsgate), Library Assistant (Libraries, Archives & Guildhall Art Gallery), Administrative Assistant - Finance (Community & Children's Services - Education), Support Services Assistant (Town Clerk's), Inspector - Drainage (Environmental Services), Property Officer/Tape Librarian (CoL Police), Resident Estate Officer 'A' (Community & Children's Services), Electrician (Markets - Spitalfields), Team Leader (Open Spaces - Hampstead Heath), Stage Supervisor (Barbican Centre), Technician (Barbican Centre), Council Tax Officer (Chamberlain's), Marketing/Corporate Hospitality Executive (Environmental Services - Tower Bridge)

3. At this level, postholders work within non-straightforward procedures or guidelines, generally without reference to direct supervision. The postholder will typically be required to interpret without reference to higher expertise any or all of
- corporate, management and policy guidelines
  - professional or other guidance produced outside the Corporation
  - government guidance, or
  - statute

using their own professional judgement and standards. The work will therefore usually require the independent application of a body of qualified professional or managerial knowledge or experience.

The postholder would however, expect to refer particularly serious or complex decisions to their managers or to other expertise available within the department or elsewhere in the Corporation. It will be easily understood by the postholder which issues should be referred to this additional expertise or advice for decision.

Examples: Inspector - Head of Security (Markets - Billingsgate), Conservation Supervisor (Open Spaces - Hampstead Heath), Senior Data Resources Officer (Environmental Services), Residential Scheme Manager (Community & Children's Services), Assistant Librarian (Libraries, Archives & Guildhall Art Gallery), Fingerprint Officer (CoL Police), Policy Officer - Consultation (Town Clerk's), Process/Collision Section Supervisor (CoL Police), Building Surveyor (City Surveyor's), Environmental Health Officer (Environmental Services), Senior Social Worker (Community & Children's Services), Principal Interpretation Officer (Libraries, Archives & Guildhall Art Gallery), Surveyor (City Surveyor's), Public Affairs Manager (Open Spaces - Epping Forest), Corporate & Democratic Services Manager (Town Clerk's), Chief Assistant Ceremonial Officer (Remembrancer's), Personnel Manager (DoTS), Landscape & Services Manager (Environmental Services - Cemetery), HR Deputy Director (CoL Police)

4. At this level, the postholder is required to
- carry out a range of activities, which involve
  - a typical requirement to act independently in interpreting difficult or complex issues.

*"A range of activities"* means that the postholder will have management responsibility for an area of complex operation or a series of significant projects or a body of postholders working to the requirements of Level 3 in this factor.

Examples: Building Manager (CCC), IT Manager (Town Clerk's), Head of Education (Barbican Centre), Project Manager (City Surveyor's), Principal Engineer (City Surveyor's), General Services Director (CoL Police), Superintendent LCM (Markets), Head of Theatre (Barbican Centre), Chief Legal Assistant (C&CS), Development Portfolio Manager (City Surveyor's), Head of Payments & Administration (Chamberlain's), Head of Press (Town Clerk's - PRO)

5. At this level, the postholder is required to

- exercise discretion over a significant area of City of London Corporation activity, on which there is
- a greater need than in Level 4 to make independent decisions.

*"A significant area of City of London Corporation activity"* would be a discrete function within a department or an area of managerial responsibility of critical importance to the department as a whole and fundamental towards meeting one or more strategic aims of the Corporation.

To *"exercise discretion"* over it, the postholder would have largely autonomous management responsibilities for the function or area and either direct reporting responsibility to Corporation committee(s) for its management and policy development or, where a direct relationship to committee(s) does not exist, authority from the Chief Officer of the department to predominantly direct and manage policy as the postholder deems appropriate within corporate guidelines.

Examples: Commercial Director (Barbican Centre), IS Director (Chamberlain's), Head Archivist (Libraries, Archives & Guildhall Art Gallery), Assistant City Solicitor (C&CS)

6. At this level, the postholder would

- exercise discretion over a significant/major functional area of the Corporation, over which
- the postholder predominantly makes independent decisions constrained only by the overall strategy of the Corporation.

A *"significant/major functional area of the Corporation"* would be either a department or a series of projects within a specific area of professional expertise of critical significance to the whole Corporation.

To *"exercise discretion"* over the significant/major functional area, the postholder would in practice have direct reporting responsibility to one or more Corporation committees and autonomous management powers, subject to the direction of the Town Clerk.

Examples: Director of Libraries, Archives & Guildhall Art Gallery; Private Secretary to the Lord Mayor; Principal GSMD; City Planning Officer

7. At this level, the postholder is required to act independently in making a significant contribution to the determination of the overall strategy and direction of the Corporation. The postholder must in this case
  - (a) be directly responsible to one or more Corporation committees for a department which is critical to the vital interests of all areas of the Corporation, and
  - (b) frequently lead projects of critical significance to the Corporation which can be outside the postholder's usual field of professional expertise.

Examples: Comptroller & City Solicitor

8. At this level, the postholder is head of the paid service and has ultimate responsibility for all functional areas of the Corporation.

Examples: Town Clerk & Chief Executive

## B) Impact of Decisions

### General

“*Decisions*” and “*recommendations*” are largely interchangeable terms in this factor, recognising that frequently decisions are the province of Members rather than officers, even at the highest level. However, the level of autonomy and responsibility delegated to postholders, and the remoteness or otherwise of supervision or other management when decisions or recommendations need to be made, are important factors in determining the level to be awarded.

The “*impact*” assessed can be either favourable or unfavourable to the City of London Corporation and will usually be from a financial or public-relations point of view, but may also include political sensitivity or contentiousness.

A “*direct*” impact or effect is one where the actions of the postholder immediately affect the object of the impact. An “*indirect*” impact or effect is one where there is some level of remove between the postholder’s actions and the object of the impact.

“*Colleagues*” are other Corporation employees, but can also be contractors, or agency or casual staff.

“*Customers*” are any stakeholders of the Corporation, whether dealt with directly or indirectly by the postholder concerned.

“*Resources or assets*” are any financial or physical resources of the Corporation.

“*Image, interests or reputation of the Corporation*” generally refers to matters not connected directly with resources or assets, or employees of the Corporation or other colleagues.

Only decisions or recommendations typically or predominantly required to be made by the postholder are assessed under this factor.

1. At this level, postholders’ responsibilities are primarily to make effective use of limited resources assigned to them or to provide direct support to their managers, with little responsibility for direct decision-making. Duties are usually clear and, if carried out effectively, will support the work of the section or department but have little other effect outside the immediate work area of the postholder.

Examples: Litter Picker (Open Spaces - Epping Forest), Cleaner (Community & Children’s Services - Education), Messenger (Chamberlain’s), Chargehand Housemaid (Mansion House), Personnel Assistant (Environmental Services)

2. At this level, postholders make decisions for which they are directly accountable to others outside their immediate work group, which may involve customers of the Corporation, or have responsibility for the safekeeping or usage of resources or assets which may be of considerable value. However, the availability of supervision or management, or the clear nature of the postholder's duties themselves, mean that any favourable or unfavourable impact to customers, colleagues, resources or assets is unlikely.

Examples: Shrieval Chauffeur (CCC), School Keeper (CLSG), Guildhall Security Officer (City Surveyor's), Car Park Attendant (Community & Children's Services - Barbican Estate), Gardener/Keeper (Open Spaces - West Ham Park), Heath Ranger/Keeper (Open Spaces - Hampstead Heath), Library Assistant (Libraries, Archives & Guildhall Art Gallery), Play Facilities Attendant/Keeper (Open Spaces - Hampstead Heath), Handyperson/Maintenance Assistant (CLFS), Maintenance Assistant (Markets - Billingsgate), Inspector - Drainage (Environmental Services), Electrician (Markets - Spitalfields), Team Leader (Open Spaces - Hampstead Heath), Support Services Assistant (Town Clerk's), Property Officer/Tape Librarian (CoL Police), Resident Estate Officer 'A' (Community & Children's Services), Council Tax Officer (Chamberlain's), Stage Supervisor (Barbican Centre), Technician (Barbican Centre), Administrative Assistant - Finance (Community & Children's Services - Education), Policy Officer - Consultation (Town Clerk's), Marketing/Corporate Hospitality Executive (Environmental Services - Tower Bridge), Senior Data Resources Officer (Environmental Services)

3. At this level, postholders have

- direct accountability to others outside the work group, which may include customers of the City of London Corporation, or
- wide-ranging people-management responsibilities,

and exercise considerable discretion in dealing with these.

The nature of the duties and the remoteness of supervision or management mean that a favourable or unfavourable impact is far more likely. There must be direct impact on both

- (a) other colleagues or customers of the Corporation or resources or assets of the Corporation, and
- (b) the image, interests or reputation of the Corporation.

The impact in category (a) must also be "*measurable and noticeable*". This means there will be potential for tangible gain or loss as regards resources affected, improvement or damage to assets affected, or a notable positive or negative effect on people affected.

Examples: Process/Collision Section Supervisor (CoL Police), Residential Scheme Manager (Community & Children's Services), Inspector - Head of Security (Markets - Billingsgate), Fingerprint Officer (CoL Police), Assistant Librarian (Libraries, Archives & Guildhall Art Gallery), Principal Interpretation Officer (Libraries, Archives & Guildhall Art Gallery), Conservation Supervisor (Open Spaces - Hampstead Heath), Building Surveyor (City Surveyor's), Senior Social Worker (Community & Children's Services), Personnel Manager (DoTS), Environmental Health Officer (Environmental Services), Surveyor (City Surveyor's), Landscape and Services Manager (Environmental Services - Cemetery), Chief Assistant Ceremonial Officer (Remembrancer's), Public Affairs Manager (Open Spaces - Epping Forest), Building Manager (CCC), HR Deputy Director (CoL Police), IT Manager (Town Clerk's), Head of Education (Barbican Centre), Corporate & Democratic Services Manager (Town Clerk's)

4. At this level, postholders will either

- have very broad people- and budgetary-management responsibilities covering several technical or professional disciplines in a high-profile area of the Corporation, or
- have managerial responsibility for a function which can affect all areas of the Corporation, or
- direct high-profile, high-budget projects which have widespread effect either across the Corporation or to service users or other stakeholders.

As a result, decisions or recommendations made can have

- (a) a significant impact on the Corporation's resources or assets, and
- (b) a noticeable impact on the image, interests and reputation of the Corporation.

The impact, whether favourable or unfavourable, may be in the long-term and, if unfavourable, may require the intervention of Corporation committees.

Examples: Project Manager (City Surveyor's), General Services Director (CoL Police), Principal Engineer (City Surveyor's), Head of Press (Town Clerk's - PRO), Superintendent LCM (Markets), Head of Theatre (Barbican Centre), Development Portfolio Manager (City Surveyor's), Chief Legal Assistant (C&CS), Head of Payments & Administration (Chamberlain's), Commercial Director (Barbican Centre), Head Archivist (Libraries, Archives & Guildhall Art Gallery)

5. At this level, postholders are either
- directly responsible to City of London Corporation committee(s) for a department or a functional area of the Corporation of fundamental strategic importance, or
  - directly responsible to a Chief Officer for activities of this order.

The duties undertaken either direct the discharge of a department's duties or are fundamental towards the effective discharge of a wider area of the Corporation's strategic responsibilities.

As a result, decisions or recommendations made potentially have a significant impact on

- (a) the Corporation's image, interests or reputation, and
- (b) the Corporation's ability to meet some elements of its strategic aims.

The impact will be long-term and, if unfavourable, would require intervention by senior committees of the Corporation with very limited scope for remedial action.

Examples: IS Director (Chamberlain's); Assistant City Solicitor (C&CS), Principal GSMD; Private Secretary to the Lord Mayor; Director of Libraries, Archives & Guildhall Art Gallery

6. At this level, postholders are required to make decisions or recommendations which potentially have either
- (a) significant, long-term impact on the Corporation's image, interest or reputation and involve major resources or assets, or
  - (b) a significant effect on the Corporation's ability to meet several of its strategic aims.

In either case, postholders will be directly responsible to Corporation committees for the strategic direction of major functional areas of vital interest to the Corporation as a whole, which affect either

- large areas of vital Corporation-wide interests, or
- the financial or political standing of the Corporation in relation to its vital interests, or
- a diverse range of major functional areas of the Corporation.

In the case of (b), the decisions or recommendations of the postholder must have a direct effect on departments or areas of the Corporation with primary responsibility for meeting or helping to meet the strategic aims, or a direct effect on functions of the Corporation the successful discharge of which is fundamental towards meeting the strategic aims.

Examples: Comptroller & City Solicitor, City Planning Officer

7. At this level, postholders are required to give managerial and policy directions which fundamentally affect the governance of the whole Corporation and all aspects of its performance.

As a result, decisions and recommendations made potentially have a critical impact on

- (a) the immediate or long-term future of the Corporation, and
- (b) the Corporation's resources or assets, and
- (c) the Corporation's ability to meet all of its strategic aims.

Example: Town Clerk & Chief Executive

## 5 COMMUNICATIONS

### A) Oral Communications

#### General

The factor levels assess the typical requirement for communication in the postholder's work, not that required in unusual or one-off situations.

1. Postholders are required to exchange basic information primarily with other members of staff or contractors. There may be a requirement for limited contact with the public or other stakeholders, and there will be a need with all contacts to obtain cooperation on straightforward work-related matters.

Examples: Cleaner (Community & Children's Services - Education), Litter Picker (Open Spaces - Epping Forest), Chargehand Housemaid (Mansion House), Messenger (Chamberlain's)

2. Postholders are required to relay factual information on a range of matters, with communication frequently required with others outside the immediate working group including a variety of external stakeholders who may be of a senior level, or Members, or senior officers.

In all matters communicated there will be a need to obtain cooperation and this may require the frequent exercise of courtesy, tact and sensitivity, particularly when dealing with external stakeholders.

Examples: Gardener/Keeper (Open Spaces - West Ham Park), Play Facilities Attendant/Keeper (Open Spaces - Hampstead Heath), Car Park Attendant (Community & Children's Services - Barbican Estate), Heath Ranger/Keeper (Open Spaces - Hampstead Heath), School Keeper (CLSG), Shrieval Chauffeur (CCC), Library Assistant (Libraries, Archives & Guildhall Art Gallery), Guildhall Security Officer (City Surveyor's), Handyperson/Maintenance Assistant (CLFS), Maintenance Assistant (Markets - Billingsgate), Electrician (Markets - Spitalfields), Team Leader (Open Spaces - Hampstead Heath), Personnel Assistant (Environmental Services), Support Services Assistant (Town Clerk's), Property Officer/Tape Librarian (CoL Police), Resident Estate Officer 'A' (Community & Children's Services), Stage Supervisor (Barbican Centre)

3. Postholders are required to explain detailed information, which will involve the need to explain non-straightforward issues in easily understood language. The detailed information will involve such matters as management information on technical matters or legislative requirements, employment or financial issues at an operational level, or instruction on specialist matters in an educational context.

Additionally, there will be a requirement in communications for either

- (a) attention to detail and the ability to explain matters clearly, which may be exemplified by a regular requirement to

- pass on information in a specialist field to others without the specialist knowledge, or
- report clearly and accurately technical information to others with a greater technical knowledge in the field, or
- conduct public presentations such as guided tours;

or

- (b) the ability to show tact and sensitivity in difficult situations, which may be exemplified by the regular need to

- obtain cooperation in difficult circumstances, where the information which needs to be imparted will frequently not be welcomed by the recipient of the communication, or
- use a high degree of discretion relating to the disclosure of confidential information.

Examples: Administrative Assistant - Finance (Community & Children's Services - Education), Technician (Barbican Centre), Inspector - Drainage (Environmental Services), Council Tax Officer (Chamberlain's), Conservation Supervisor (Open Spaces - Hampstead Heath), Senior Data Resources Officer (Environmental Services), Inspector - Head of Security (Markets - Billingsgate), Marketing/Corporate Hospitality Executive (Environmental Services - Tower Bridge), Process/Collision Section Supervisor (CoL Police), Residential Scheme Manager (Community & Children's Services), Policy Officer - Consultation (Town Clerk), Assistant Librarian (Libraries, Archives & Guildhall Art Gallery), Fingerprint Officer (CoL Police), Building Surveyor (City Surveyor's), Principal Interpretation Officer (Libraries, Archives & Guildhall Art Gallery), Senior Social Worker (Community & Children's Services), IT Manager (Town Clerk's), Personnel Manager (DoTS), Building Manager (CCC), Landscape & Services Manager (Environmental Services - Cemetery)

4. Postholders are required to
  - (a) provide complicated or technical information that needs to be explained and understood, and
  - (b) while undertaking (a), influence and persuade individuals or groups.

The “*complicated or technical information*” in (a) will involve more complex issues, combining a specialist professional or technical discipline with factors involving either corporate regulations or legal guidelines. Particular regard would need to be taken of the ability of the recipient of the communication to understand the information imparted.

The influence and persuasion in (b) would be in relation to individuals or groups within or external to the Corporation on complex or sensitive issues where this is necessary in order to achieve the required objectives of the Corporation in the particular circumstances of the case. This may be in statutory enforcement or in detailed negotiation.

Postholders at this level may also be required to give formal presentations on complex issues in their specialist field to an informed audience.

Examples: Chief Assistant Ceremonial Officer (Remembrancer’s), Public Affairs Manager (Open Spaces - Epping Forest), Project Manager (City Surveyor’s), Head of Education (Barbican Centre), Corporate & Democratic Services Manager (Town Clerk’s), HR Deputy Director (CoL Police), General Services Director (CoL Police), Head of Payments & Administration (Chamberlain’s), Superintendent LCM (Markets)

5. Postholders are required to
  - (a) prepare and present complex issues involving informed opinions which may be challenged, and
  - (b) influence or persuade individuals or groups at a high level within or outside the Corporation.

In either category (a) or (b), postholders will need to demonstrate a requirement for any or all of:

- speaking about reports at Committee on complex specialised matters for which the postholder undertakes corporate responsibility
- persuasion or the obtaining of the cooperation of a variety of high-level contacts including Members, Chief Officers and senior external contacts representing key client groups or stakeholders on complex or sensitive matters or issues which have a high public-relations profile or major financial consequence
- the undertaking of formal negotiations with outside agencies on complex or contentious issues.

Examples: Principal Engineer (City Surveyor's), Head of Theatre (Barbican Centre), Chief Legal Assistant (C&CS), Commercial Director (Barbican Centre), Development Portfolio Manager (City Surveyor's), Head Archivist (Libraries, Archives & Guildhall Art Gallery), Head of Press (Town Clerk's - PRO)

6. Postholders are required to

- (a) deal with, prepare and present very complex issues, and
- (b) while undertaking (a), give opinions where there is likely to be challenge, and
- (c) when undertaking (a) and (b), be involved in high-level discussions with groups and individuals who will, depending on the matters being communicated, be within or outside the Corporation.

In meeting the requirements for this level, postholders will be able to demonstrate the need for all of the following:

- sole representation of their department at Corporation committees where there is a requirement to speak on issues outside their specialist area of work (e.g. as a Chief Officer might be required to speak at Committees about employment, financial or legal matters related to the main work of their departments)
- initiation and maintenance of high-level contacts outside the Corporation, which regularly features the need to persuade and obtain the cooperation of others for very complex issues with political and sensitive elements
- leading complex, high-level negotiations with outside agencies on issues of major significance to the Corporation
- making presentations on sensitive and contentious issues to key external stakeholders.

Examples: IS Director (Chamberlain's); Assistant City Solicitor (C&CS); Director of Libraries, Archives and Guildhall Art Gallery; Private Secretary to the Lord Mayor; Principal GSMD; City Planning Officer

7. Postholders are required to

- (a) deal with a very wide range of highly complex and contentious issues, which
- (b) will often be of vital interest to the Corporation as a whole, and where
- (c) it is necessary to persuade individuals or groups at the highest level within and outside the Corporation.

Postholders will be able to demonstrate the need to initiate and maintain the widest variety and highest levels of contacts on a range of issues covering any aspect of the Corporation's operation and of great political sensitivity where the contacts are of fundamental importance to realising the strategic aims of the Corporation.

Example: Comptroller & City Solicitor, Town Clerk & Chief Executive.

## B) Written Communications

### General

The level definitions in this factor assess the typical requirement for written communication in the post. For a post to earn any particular level, the definition must describe duties which are implicit and frequent requirements of the post.

1. At this level, postholders may be required to complete a limited range of basic records such as message recording, incident logs, timesheets and other simple records. Documentation produced is mainly to satisfy record-keeping, audit or management purposes within the section or department worked. Although accuracy of information recorded is therefore important, the documentation produced is unlikely to have a wide or public circulation.

Examples: Cleaner (Community & Children's Services - Education), Litter Picker (Open Spaces - Epping Forest), Messenger (Chamberlain's), Shrieval Chauffeur (CCC), Car Park Attendant (Community & Children's Services - Barbican Estate), School Keeper (CLSG), Chargehand Housemaid (Mansion House), Guildhall Security Officer (City Surveyor's), Play Facilities Attendant/Keeper (Open Spaces - Hampstead Heath), Heath Ranger/Keeper (Open Spaces - Hampstead Heath), Gardener/Keeper (Open Spaces - West Ham Park), Handyperson/Maintenance Assistant (CLFS), Maintenance Assistant (Markets - Billingsgate)

2. At this level, there is a requirement to complete a range of straightforward documents or correspondence or basic technical drawings. The documents and correspondence produced are likely to be for information purposes beyond that required in Level 1 and would usually include instruction or explanation for employees other than immediate management, or for clients, customers, members of the public or other external stakeholders.

Although most of the documents or correspondence produced will be based on standard or straightforward formats, there will be some original composition required. Although the accuracy of the information given will continue to be important, there is a greater requirement for clear use of language, punctuation and spelling etc.

Examples: Library Assistant (Libraries, Archives & Guildhall Art Gallery), Electrician (Markets - Spitalfields), Team Leader (Open Spaces - Hampstead Heath), Personnel Assistant (Environmental Services), Stage Supervisor (Barbican Centre), Technician (Barbican Centre), Inspector - Drainage (Environmental Services), Support Services Assistant (Town Clerk's), Property Officer/Tape Librarian (CoL Police), Resident Estate Officer 'A' (Community & Children's Services), Administrative Assistant - Finance (Community & Children's Services - Education), Council Tax Officer (Chamberlain's), Conservation Supervisor (Open Spaces - Hampstead Heath), Residential Scheme Manager (Community & Children's Services), Inspector - Head of Security (Markets - Billingsgate)

3. At this level, there is a requirement to complete a wide range of standard documents or correspondence and some non-straightforward documents or correspondence. Written communication will be a typical requirement of most duties of the post, and most communications will originate from the postholder and be written for external stakeholders or officers outside the section the postholder works in.

"*Standard documents*" would include, for example, enforcement notices, letters on employment matters, minutes of meetings, and straightforward committee reports, where there is an agreed format to the written material and some standardisation of subject matter but a degree of original composition is still entailed in all cases.

There must also be a requirement of the post to produce a significant amount of documentation or correspondence which requires entirely original composition with no set format or context. Such originally composed written material would be for informative or explanatory, rather than questioning purposes and may include, for example, e-mails, letters or memoranda, non-standard committee reports, policy or procedural documents, or brochures, pamphlets, prospectuses or other promotional or public-relations material, technical drawings or other illustrations of textual material.

Examples: Assistant Librarian (Libraries, Archives & Guildhall Art Gallery), Marketing/Corporate Hospitality Executive (Environmental Services - Tower Bridge), Process/Collision Section Supervisor (CoL Police), Fingerprint Officer (CoL Police), Senior Data Resources Officer (Environmental Services), Chief Assistant Ceremonial Officer (Chamberlain's), Personnel Manager (DoTS), Building Manager (CCC), Landscape & Services Manager (Environmental Services - Cemetery)

4. At this level, there is a significant requirement for written communications arising out of all duties of the post, a very large proportion of which will entail original composition of content and demonstrate the exercise of well-developed writing skills.

Typical written communication produced may include, for example:

- minutes of public meetings where a high degree of accuracy and discretion is required
- policies
- procedures
- tender documents
- non-standard reports covering technical or complex issues
- original surveys or consultation documents
- promotional or public-relations documents with a high level of exposure

as well as letters, e-mails and correspondence on a wide variety of subjects.

Examples: Policy Officer - Consultation (Town Clerk's), Building Surveyor (City Surveyor's), Environmental Health Officer (Environmental Services), Principal Interpretation Officer (Libraries, Archives & Guildhall Art Gallery), Surveyor (City Surveyor's), Senior Social Worker (Community & Children's Services), Public Affairs Manager (Open Spaces – Epping Forest), HR Deputy Director (CoL Police), IT Manager (Town Clerk's), Head of Education (Barbican Centre), Corporate & Democratic Services Manager (Town Clerk's), General Services Director (CoL Police), Head of Theatre (Barbican Centre), Superintendent LCM (Markets), Head of Payments & Administration (Chamberlain's)

5. At this level, there is a very significant requirement for written communications or a need for a wide range of written communication covering a whole area of operation in the City of London Corporation or a wide variety of responsibilities. In either case, the written communications will typically require an ability to explain clearly and accurately matters which may be complex or technical in nature, and will be integral towards the discharging by a department of its main strategic responsibilities.

Written communications would invariably require original composition and would typically include such matters as

- original reports covering complex issues that need to be understood by the non-technical reader
- legal or other documentation requiring an extremely high degree of accuracy
- major promotional or public-relations publications relating to significant areas of the Corporation.

Examples: Principal Engineer (City Surveyor's), Development Portfolio Manager (City Surveyor's), Head of Press (Town Clerk's - PRO), Chief Legal Assistant (C&CS), Commercial Director (Barbican Centre), Head Archivist (Libraries, Archives & Guildhall Art Gallery)

6. At this level, there is a requirement to prepare or approve (i.e. authorise and sign off) reports, publications, and policy documents where there is a need to get difficult and complex material across clearly and persuasively.

Postholders must be required to undertake or authorise a large volume of written work covering a diverse range of complex and sensitive subject matter. The range of written communications will typically cover the work of a whole department or a function of critical importance to the City of London Corporation as a whole.

The volume of such reports and other communications to be originated or authorised will be such that while each must be of a high degree of quality, accuracy and sensitivity, there will be limited time available to ensure this.

Examples: IS Director (Chamberlain's); Assistant City Solicitor (C&CS); Director of Libraries, Archives & Guildhall Art Gallery; Principal GSMD; Private Secretary to the Lord Mayor; City Planning Officer

7. At this level, there is a requirement to originate and approve written communications of the highest degree of political sensitivity covering the broadest range of issues which will be of vital interest to the Corporation as a whole.

Communications will have a high degree of exposure to key stakeholders and external bodies, and will typically require a strategic approach to plan the timing and content of the subject matter.

Examples: Comptroller & City Solicitor, Town Clerk & Chief Executive

## 6 WORK DEMANDS

### A) Physical Demands

#### General

Where the factor levels make mention of several different types of physical demand and a post requires more than one of the demands listed, account will be taken in determining the factor level to be awarded to the cumulative requirement in total of the physical demands made on the postholder.

Routine keyboard use will not be taken into account, unless it is of a highly skilled nature requiring a high degree of manual dexterity, such as might be demanded of a skilled typist.

References to lifting items of moderate or heavy weight should be read with the constraints and restrictions imposed by the Manual Handling Regulations or any other relevant health-and-safety law in mind.

1. Postholders at this level will normally work from a sedentary position, though their work may require them to stand or walk for up to 25% of the time, or to engage in more strenuous activity, such as climbing, lifting, stretching or bending for up to 10% of the time

Examples: Superintendent LCM (Markets), Landscape & Services Manager (Environmental Services - Cemetery), Senior Social Worker (Community & Children's Services), Building Manager (CCC), Project Manager (City Surveyor's), Comptroller & City Solicitor

2. Postholders at this level will be required by their duties to

- stand or walk or operate machinery or equipment requiring a high level of manual dexterity for more than 25% of the time, or
- undertake any one or any combination of work in awkward postures (climbing, stretching, bending etc) for more than 10% of the time, or
- lift items of moderate weight for more than 5% of the time.

Examples: School Keeper (CLSG), Shrieval Chauffeur (CCC), Car Park Attendant (Community & Children's Services - Barbican Estate), Guildhall Security Officer (City Surveyor's), Conservation Supervisor (Open Spaces - Hampstead Heath), Resident Estate Officer 'A' (Community & Children's Services), Fingerprint Officer (CoL Police), Library Assistant (Libraries, Archives & Guildhall Art Gallery), Residential Scheme Manager (Community & Children's Services), Inspector - Head of Security (Markets - Billingsgate)

3. Postholders at this level will be required by their duties to either

- stand or walk for more than 75% of the time while for at least 25% of the time also undertaking any one or any combination of work in awkward postures (climbing, lifting, stretching, bending etc) or lifting items of moderate weight, or
- operate machinery or equipment requiring a very high level of manual dexterity for more than 50% of the time, or
- work in awkward positions for more than 50% of the time, or
- lift items of considerable weight for more than 25% of the time.

Examples: Litter Picker (Open Spaces - Epping Forest), Messenger (Chamberlain's), Chargehand Housemaid (Mansion House), Electrician (Markets - Spitalfields), Support Services Assistant (Town Clerk's), Heath Ranger/Keeper (Open Spaces - Hampstead Heath), Maintenance Assistant (Markets - Billingsgate), Handyperson/Maintenance Assistant (CLFS), Stage Supervisor (Barbican Centre), Technician (Barbican Centre)

4. Postholders at this level will be required by their duties to spend either

- more than 75% of their time working in awkward positions or operating machinery or equipment requiring a high level of manual dexterity, or
- more than 50% of their time lifting items of considerable weight.

Examples: Cleaner (Community & Children's Services - Education), Gardener/Keeper (Open Spaces - West Ham Park), Inspector - Drainage (Environmental Services)

## B) Mental Demands

1. Postholders working at this level will undertake duties to which they will be required to give attention and concentration. They will, however, be required to spend less than 25% of their time on work which requires a higher level of concentration and awareness, examples of which are given under Level 2.

Examples: Cleaner (Community & Children's Services - Education), Litter Picker (Open Spaces - Epping Forest), Chargehand Housemaid (Mansion House), Messenger (Chamberlain's), Gardener/Keeper (Open Spaces - West Ham Park), Play Facilities Attendant/Keeper (Open Spaces - Hampstead Heath), School Keeper (CLSG), Personnel Assistant (Environmental Services), Library Assistant (Libraries, Archives & Guildhall Art Gallery), Shrieval Chauffeur (CCC), Stage Supervisor (Barbican Centre), Team Leader (Open Spaces - Hampstead Heath), Inspector - Head of Security (Markets - Billingsgate)

2. Postholders' duties at this level require some long periods of awareness and concentration or the frequent exercising of greater awareness and concentration for shorter periods. This would be associated with spending 25-50% of the time on such duties as

- drafting reports or other written communications demanding accuracy and attention to detail
- reviewing data or other plans or documents
- attending meetings or interviews where the participation of the postholder is essential and high levels of attention or awareness are required
- carrying out technical work where accuracy or attention to detail is essential
- undertaking surveillance work where concentrated observation is a prerequisite.

There would be likely to be some conflicting demands regularly made on the postholder's time.

Examples: Electrician (Markets - Spitalfields), Support Services Assistant (Town Clerk's), Marketing/Corporate Hospitality Executive (Environmental Services - Tower Bridge), Residential Scheme Manager (Community & Children's Services), Conservation Supervisor (Open Spaces - Hampstead Heath), Senior Social Worker (Community & Children's Services), Public Affairs Manager (Open Spaces - Epping Forest), Project Manager (City Surveyor's), IT Manager (Town Clerk's), Building Manager (CCC)

3. Postholders at this level require the frequent need for lengthy periods of concentration and accuracy, involving the need to maintain higher levels of awareness and responsiveness. This would be associated with spending 50-75% of the time on the type of duties listed under Level 2, but where difficult or complex subject matter will be involved or intense scrutiny is required.

The postholder is likely to be required to be quickly responsive to difficult problems, addressed without recourse to more senior officers or other authority, and there is a high probability that conflicting demands will be made on the postholder's time.

Examples: Development Portfolio Manager (City Surveyor's), Head Archivist (Libraries, Archives & Guildhall Art Gallery), Commercial Director (Barbican Centre)

4. Postholders at this level require the frequent need for very prolonged periods of concentration and accuracy, and the need to maintain very high levels of awareness and responsiveness.

This would be associated with spending over 75% of the time on the type of duties listed under Level 3, with additionally a very high likelihood that conflicting demands, often from very high level sources within or outside the Corporation, will be made on the postholder's time.

Examples: Director of Libraries, Archives and Guildhall Art Gallery; Principal GSMD; Comptroller & City Solicitor

## 7 WORKING ENVIRONMENT

### A) Emotional Environment

#### General

This factor measures the emotional stress which postholders are put under by the nature of the work they carry out and the people they are required to deal with.

Emotional stress caused by other employees in the hierarchy within which the postholder works, such as managers, immediate peers or colleagues, and staff supervised would not be assessed under this factor. Nor would emotional stress caused by employees outside the postholder's hierarchy where the relationship between the parties is one of customer and service provider.

However, where the nature of the duties undertaken requires the postholder to come into contact with other employees in an adjudicatory, mediation or enforcement role - such as might occur in employee-relations matters or in a security context - and where the relationship between the postholders is otherwise arbitrary, the emotional stress caused would be assessed under this factor.

Where verbal or physical abuse or aggression is mentioned, this will be notwithstanding any training, instruction or health-and-safety advice or other protection afforded to the postholder.

1. At this level, the nature of the work undertaken and the clientele dealt with is such that there is likely to be minimal emotional stress placed on the postholder, though there may be a possibility that the postholder may receive verbal abuse or aggression in the course of carrying out their duties. However this would be an infrequent occurrence, happening certainly less than once a week on average.

Examples: Shrieval Chauffeur (CCC), Chargehand Housemaid (Mansion House), Consultation Supervisor (Open Spaces - Hampstead Heath), Policy Officer - Consultation (Town Clerk's), Marketing/Corporate Hospitality Executive (Environmental Services - Tower Bridge), Personnel Assistant (Environmental Services), Principal Interpretation Officer (Libraries, Archives & Guildhall Art Gallery), Personnel Assistant (Environmental Services), Head of Theatre (Barbican Centre), Head of Press (Town Clerk's - PRO), Public Affairs Manager (Open Spaces - Epping Forest), Corporate & Democratic Services Manager (Town Clerk's)

2. At this level, the nature of the work undertaken will either place emotional demands on the postholder or expose the postholder to direct verbal abuse or aggression. In either case, this will not be a constant feature of the job and will be dependent on particular caseload or circumstance, but it would be expected to occur at least once a week on average.

Where verbal abuse or aggression is involved, there may be a possibility that this could give rise to physical abuse or aggression but this would not be an absolute requirement for being awarded this level.

Postholders at this level would be expected either to

- operate in a public environment or otherwise have direct contact with the public (by telephone, for example) for 50% or more of the time, or
- act on a daily basis as figureheads for the Corporation in public matters or in dealing with Members, or
- carry out an enforcement role as a regular (at least weekly) part of their duties, or
- undertake duties which on a daily basis bring them into contact with external clientele or other employees on matters or in an environment where considerable sensitivity is required of the postholder.

Examples: Council Tax Officer (Chamberlain's), Car Park Attendant (Community & Children's Services - Barbican Estate), School Keeper (CLSG), Stage Supervisor (Barbican Centre), Electrician (Markets - Spitalfields), Landscape & Services Manager (Environmental Services - Cemetery), Inspector - Head of Security (Markets - Billingsgate), Guildhall Security Officer (City Surveyor's)

3. At this level, the nature of the work undertaken will again expose the postholder to emotional demands or direct verbal abuse or aggression, but this will be a regular feature of the job, likely to occur several times a week and not dependent on caseload or circumstance.

Where verbal abuse or aggression is involved, there will be an increased likelihood that this would give rise to physical abuse or aggression.

Postholders at this level would be expected either to

- operate as an identifiable member of the Corporation's staff for 75% or more of the time in a public environment where no physical protection is offered to exclude or deter potentially difficult customers, or
- carry out an enforcement role on a daily basis, or
- be in daily contact with external clientele while undertaking duties or dealing with subject matter which by its nature inherently requires considerable sensitivity on the part of the postholder.

Examples: Play Facilities Attendant/Keeper (Open Spaces - Hampstead Heath), Gardener/Keeper (Open Spaces - West Ham Park), Heath Ranger/Keeper (Open Spaces - Hampstead Heath), Resident Estate Officer 'A' (Community & Children's Services)

4. At this level, the nature of the duties undertaken will expose the postholder to significant emotional demands or direct aggressive verbal abuse, and this will be a daily feature of the job. There may be significant risk of physical aggression or abuse.

Postholders at this level are likely to

- be involved in an enforcement role with direct dealings with the public for more than 75% of the time, or
- have involvement for most of an average working day with subject matter connected with external clientele and demanding considerable sensitivity on the part of the postholder.

Examples: Senior Social Worker (Community & Children's Services), Residential Scheme Manager (Community & Children's Services)

## B) Physical Environment

### General

This Factor measures the working conditions inherent to the job, including dirt, smells, noise, ventilation and exposure to the elements. It takes account of the unavoidability of any disagreeable working conditions.

Where risk to personal safety is mentioned, it is usually concerned with either the physical conditions in which work needs to be carried out or with the use of potentially hazardous machinery or equipment. This is notwithstanding any training, instruction or health-and-safety or other protection afforded to the postholder.

1. At this level, postholders usually work in an office or similar environment, with no more than occasional exposure to disagreeable elements (e.g. for travel to other sites). Other than on these occasions, the heating, lighting, noise levels etc of the work and risk to personal safety are those associated with a normal office environment.

Examples: Project Manager (City Surveyor's), Public Affairs Manager (Open Spaces - Epping Forest), Residential Scheme Manager (Community & Children's Services), Landscape & Services Manager (Environmental Services - Cemetery), Marketing/Corporate Hospitality Executive (Environmental Services - Tower Bridge)

2. At this level, postholders' work requires some exposure to disagreeable elements or some risk to personal safety. Exposure to disagreeable elements would be, for example:
  - Working in the open for 10% or more of the time, with an operational requirement for this to include work in all weathers
  - Working in extremes of temperature for 10% or more of the time
  - Working in a very noisy working environment for 10% or more of the time
  - Working in an environment associated with unpleasant odours for 10% or more of the time
  - Working in environments with exposure to dirty or dusty conditions for 50% or more of the time
  - Working in environments without natural light for 50% or more of the time.

Risk to personal safety would include such matters as

- Exposure to hazardous environments with a greater than usual risk to health for 10% or more of the time
- Working at heights or in other potentially dangerous situations for 10% or more of the time
- Operating potentially dangerous machinery or equipment for 10% or more of the time.

Examples: Building Surveyor (City Surveyor's), School Keeper (CLSG), Handyperson/Maintenance Assistant (CLFS), Resident Estate Officer 'A' (Community & Children's Services), Senior Social Worker (Community & Children's Services), Guildhall Security Officer, Car Park Attendant (Barbican Estate), Conservation Supervisor (Open Spaces - Hampstead Heath), Chargehand Housemaid (Mansion House), Shrieval Chauffeur (CCC), Stage Supervisor (Barbican Centre), Fingerprint Officer (CoL Police)

3. At this level, postholders' work requires a higher level of exposure to disagreeable elements, or a greater risk to personal safety.

A higher level of exposure to disagreeable elements would be, for example,

- Working in the open for 50% or more of the time, with an operational requirement for this to include work in all weathers
- Working in an environment associated with unpleasant odours for 50% or more of the time
- Working in extremes of temperature, or in very noisy working conditions, for 30% or more of the time
- Any combination of the above for 50% or more of the time.

Risk to personal safety would include such matters as

- exposure to hazardous environments
- working in potentially dangerous situations, or
- operating potentially dangerous machinery or equipment

either singly or cumulatively for 30% or more of the time.

Level 3 would also be awarded to any postholders who cumulatively spend more than 50% of their time exposed to disagreeable elements or at risk to their personal safety.

Examples: Electrician (Markets - Spitalfields), Cleaner (Community & Children's Services - Education), Technician (Barbican Centre)

4. At this level, postholders' work involves considerable exposure to disagreeable elements or frequent risk to personal safety.

Considerable exposure to disagreeable elements would be, for example

- Working in the open for 75% or more of the time, with an operational requirement for this to include work in all weathers
- Working in an environment associated with unpleasant odours for 75% or more of the time
- Working in extremes of temperature, or in very noisy working conditions for 50% or more of the time
- Any combination of the above for 75% or more of the time.

Frequent risk to personal safety would include such matters as

- exposure to hazardous environments
- working in potentially dangerous situations, or
- operating potentially dangerous machinery or equipment

either singly or cumulatively for 50% or more of the time.

Level 4 would also be awarded to any postholders who cumulatively spend more than 75% of their time exposed to disagreeable elements or at risk to their personal safety.

Examples: Litter Picker (Open Spaces - Epping Forest), Heath Ranger/Keeper (Open Spaces - Hampstead Heath), Play Facilities Attendant/Keeper (Open Spaces - Hampstead Heath), Gardener/Keeper (Open Spaces - West Ham Park), Maintenance Assistant (Markets - Billingsgate), Inspector - Drainage (Environmental Services)