



THE FACTOR FRAMEWORK

Single Status employees will have their jobs evaluated under thirteen different factor headings.

Each factor attempts to identify the **nature, degree** and where applicable **frequency and duration**, of activities carried out in the course of normal working.

The factors are listed below.

To find out more about each factor simply click on the appropriate underlined heading.

1. [WORKING ENVIRONMENT](#) - considers the physical environment in which the job is carried out.
2. [PHYSICAL CO-ORDINATION](#) - considers the physical co-ordination required to do the job.
3. [PHYSICAL EFFORT](#) - considers the strength and stamina required to do the job.
4. [MENTAL SKILLS](#) - considers the thinking requirement in the job.
5. [CONCENTRATION](#) - considers the thinking requirement to do the job.
6. [COMMUNICATION SKILLS](#) - considers the predominant requirement for spoken and written communication in the course of normal working.
7. [DEALING WITH RELATIONSHIPS](#) - considers the demands on the jobholder arising from the circumstances and/or behaviour of those he/she comes into contact with as an integral part of normal working.
8. [RESPONSIBILITY FOR EMPLOYEES](#) - considers the responsibility of the jobholder for the supervision, co-ordination or management of employees, or equivalent others.
9. [RESPONSIBILITY FOR SERVICES TO OTHERS](#) - considers the jobholder's responsibility to others in terms of the quality and delivery of service provision.
10. [RESPONSIBILITY FOR FINANCIAL RESOURCES](#) - considers the jobholder's responsibility for financial resources.
11. [RESPONSIBILITY FOR PHYSICAL AND INFORMATION RESOURCES](#) - considers the jobholder's primary and secondary responsibilities for the Council's physical and information resources.
12. [INITIATIVE AND RESPONSIBILITY](#) - considers the jobholder's scope to exercise initiative and the extent to which they have the freedom to act.
13. [KNOWLEDGE](#) - considers what the job holder needs to know to do the job.

Factor Framework Explained

Factor 1 - Working Environment

This factor considers the physical environment in which the job is carried out.

It covers exposure to disagreeable, unpleasant, uncomfortable or hazardous working conditions such as dust, dirt, temperature extremes and variations, humidity, noise, vibration, fumes and other smells, human or animal waste, steam, smoke, grease or oil, inclement weather, and discomfort arising from the requirement to wear protective clothing.

The factor also considers hazardous aspects of the working environment which are unavoidable and integral to the job, such as the risk of illness or injury arising from exposure to diseases, toxic substances, machinery, lone working or work locations. Health and safety regulations and requirements are assumed to be met by both the employer and the employee.

The factor takes into account the nature and degree of unpleasantness or discomfort, the frequency and duration of exposure to particular conditions in the course of normal working; and the effect of variations or combinations of disagreeable conditions. [Back to list](#)

Factor 2 - Physical Co-ordination

This factor considers the physical co-ordination required to do the job.

It covers manual and finger dexterity, hand-eye co-ordination, and co-ordination of limbs and/or senses required in the course of normal working.

The factor takes into account the nature and degree of co-ordination required, and any need for speed or precision in undertaking the specified task. [Back to list](#)

Factor 3 - Physical Effort

This factor considers the strength and stamina required to do the job.

It covers all forms of physical effort required in the course of normal working, for example, standing, walking, lifting, carrying, pulling, pushing, working in awkward positions such as bending, crouching, stretching; for sitting, standing or working in a constrained position.

The factor takes into account the type, amount, frequency and duration of the physical effort required to do the job. [Back to list](#)

Factor 4 - Mental Skills

This factor considers the thinking requirement in the job.

It includes problem solving, options appraisal, creativity and design, innovation, imaginative and developmental skills, analytical and strategic thinking, research, planning, and the ability to conceptualise.

The factor takes into account the **predominant** nature and complexity of the mental tasks undertaken. [Back to list](#)

Factor 5 - Concentration

This factor considers the concentration required to do the job.

It covers the need for mental or sensory attention, awareness and alertness, and anything which may make concentration more difficult, such as repetitive work, interruptions or the need to switch between varied tasks or activities; and other forms of work related pressure, for example, arising from simultaneous/conflicting work demands or deadlines.

The factor takes into account the nature and degree of concentration required in the course of normal working, and the frequency and duration of the requirement. [Back to list](#)

Factor 6 - Communication Skills

This factor considers the predominant requirement for spoken and written communication in the course of normal working.

It covers oral, sign, linguistic and written communication skills such as informing, exchanging information, listening, interviewing, persuading, advising, presenting, training, facilitating, conciliating, counselling, negotiating and advocacy.

The factor takes into account the purpose of the communication, the sensitivity, complexity or contentiousness of the subject matter, and the nature and diversity of the intended audience. This factor considers communication with others, **not** with the job holder's own colleagues/team/employees. [Back to list](#)

Factor 7 - Dealing With Relationships

This factor considers the demands on the jobholder arising from the circumstances and/or behaviour of those he/she comes into contact with as an integral part of normal working.

It covers the need to care for and/or deal with people (excluding the job holder's immediate work colleagues) who are upset, unwell, difficult, angry, frail, confused, have special needs, are at risk of abuse, are terminally ill, or are disadvantaged in some way. It also considers the need to cope with abuse, aggression, the threat of violence, and/or to deal with conflict.

The factor takes into account the extent of dealing with such contacts in the course of normal working, and the frequency and duration of the contact. [Back to list](#)

Factor 8 - Responsibility for Employees

This factor considers the responsibility of the jobholder for the supervision, co-ordination or management of employees, or equivalent others.

It includes responsibilities for work allocation and planning, checking, evaluating and supervising the work of others; providing guidance, training and development of own team/employees, motivation and leadership; and involvement in personnel practices such as recruitment, appraisal and discipline.

The factor takes account of the nature of the responsibility, rather than the precise numbers of employees supervised, co-ordinated or managed; and the extent to which the job holder contributes to the overall responsibility for employees. [Back to list](#)

Factor 9 - Responsibility for Services To Others

This factor considers the jobholder's responsibility to others in terms of the quality and delivery of service provision.

It covers responsibilities for their well-being through provision of physical, mental, social, economic, business and environmental services, including their health and safety. These include individuals or groups such as clients, service users and recipients, internal customers, contractors, and members of the public.

The factor takes account of the nature of the responsibility and the extent of the jobholder's impact on individuals or groups. For example, providing personal services, advice and guidance, or other forms of assistance; applying, implementing or enforcing regulations; or designing, developing, implementing and/or improving services or processes. [Back to list](#)

Factor 10 - Responsibility for Financial Resources

This factor considers the jobholder's responsibility for financial resources.

It covers responsibility for cash, vouchers, cheques, debits and credits, invoices, and responsibility for the range of budgetary activities - including project, expenditure and income budgets, income generation and the generation of savings, assessments of risk/grants, loans/investments.

It takes into account the nature of the responsibility, for example, accuracy, processing, checking, safekeeping, security, authorising, monitoring, accounting, auditing, budgeting, estimating, business and financial planning, control and long term development of financial resources. It also takes into account the need to ensure economy, efficiency and effectiveness in the use of financial resources, and the need to ensure financial probity.

The factor takes into account the extent to which the jobholder contributes to the overall responsibility, rather than just the value of the financial resources. [Back to list](#)

Factor 11 - Responsibility for Physical And Information Resources

This factor considers the jobholders primary and secondary responsibilities for the Council's physical and information resources.

It covers tools, equipment, instruments, vehicles, plant and machinery, materials, goods, produce, stocks and supplies, manual or computerised information used in the course of normal working. It also covers responsibility for offices, buildings, fixtures and fittings; Council databases, information systems and records; land and construction works.

It takes into account the nature of the jobholder's primary responsibility for resources and any secondary responsibility, for example, safekeeping, confidentiality and security; deployment and control; maintenance and repair; requisition and purchasing; planning, organising, or design and long term development of physical or information resources.

The factor takes into account the degree to which the jobholder contributes to the overall responsibility, and the value of the resource. [Back to list](#)

Factor 12 - Initiative and Independence

This factor considers the job holder's scope to exercise initiative and the extent to which they have freedom to act.

It takes into account the nature and degree of supervision and guidance of the jobholder provided by instructions, procedures, practices, checks, policy, precedent, regulation, strategy and statute. [Back to list](#)

Factor 13 - Knowledge

This factor considers what the job holder needs to know to do the job.

It covers all practical, procedural, technical, specialist, policy and organisational knowledge required for the job, including knowledge of equipment and machinery, numeracy and literacy, culture and techniques, ideas, theories and concepts necessary to do the job.

It takes into account the breadth, and complexity of knowledge required, and the depth of understanding needed. It considers the **minimum** qualifications or experience which will **typically be needed** to do the job, but does not take into account qualifications specified as a recruitment criteria to fill the post. These minimum qualifications and experience will therefore **not necessarily** be those held by any individual jobholder. [Back to list](#)

