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**Guidance for Completion of the Job Description**

**Introduction**

This note provides guidance on the completion of the Job Description (JD). It is based on the seven JEGS evaluation factors and should be completed by Grades AA up to and including Grade 6 and analogous.

**It is important to remember that it is the role which is being evaluated and not your personal performance.**

The JD should outline the key aspects of the role and should include enough information to give an idea of what it involves. This information needs to reflect the current role so should only cover the previous twelve months. It is not necessary to provide documents which are used as part of your job such as guidance, instructions or policy statements.

It is important that you provide accurate information which is clear and unambiguous, and that you avoid using jargon and unexplained acronyms. Please support general descriptions with specific examples of things you do, how you do them and the result. If you require any further assistance, please speak to your manager who will need to sign off the questionnaire.

**Background**

Please provide the background information for your Department. For example:-

*The vision of the Department for Communities is “Empowering People, Families and Communities” and was established in May 2016, following the restructuring of the Northern Ireland Departments. It is the largest of the nine NICS Departments and works with 21 Arm’s Length Bodies. Around 8,500 people are employed by the Department, accounting for one third of the NICS employees and it has an annual budget of almost £7 billion, including expenditure of £5.9 billion on social security and pension payments. The Department plays an important role in the lives of many people and communities in Northern Ireland.*

*The Department comprises four Groups:*

* *Work and Inclusion Group (WIG)*
* *Housing, Urban Regeneration & Local Government Group (HURLG)*
* *Engaged Communities Group (ECG)*
* *Strategic Planning & Resources Group (SPRG).*

**Context**

Please provide some detail on the setting of the role following on from the Department information above. For example:-

*The role sits within:-*

***Strategic Planning & Resources Group (SPRG)***

*The Group comprises four Directorates:*

* *Information Services and Property Management*
* *Financial Management*
* *Asset Management and Governance*
* *Corporate Services.*

***Transformation & Internal Client Services***

*Transformation & Internal Client Services is part of Corporate Services within the Strategic Planning & Resources Group. It has a number of functions:-*

* *…………*

**Organisational position**

Add in details of those in the organisation to show the position of the role holder in relation to whom they report and staff for whom they act as line manager.

**Purpose and Objectives**

This is the reason the job exists. A brief statement is required to describe the purpose of the role and the main objectives (excluding your own personal objectives) and deliverables.

**Main Activities**

Please list the main elements of the job in descending order of predominance and estimate the percentage of your time normally spent on each activity/task. This should identify where most time is spent and not exceptional or one-off tasks. Please note you should only list what the role requires, rather than what you think it should do.

**Knowledge and Skills**

This factor seeks to determine the minimum level of qualification necessary to do the job. This will normally be 2 x GCSEs for entry at AA grade (with the exception of specialist roles which require a formal qualification). Number of years’ experience required will be the minimum number of years from AA grade to attain the experience required (e.g. to reach manager from AA could be 10 – 15 years’ work experience plus 2 GCSEs).

Direct recruitment should be included where this would differ, that is, the minimum level of qualification and experience that would be required if the role was advertised externally. For example:-

*The minimum level of formal qualifications required for direct recruitment to the role would be a bachelor’s degree or equivalent professional qualification. With the minimum qualifications the role holder would be expected to have at least 2 – 3 years experience.*

You should also list the knowledge, skills and experience necessary to perform the role. When completing this section, please consider the following:-

* What knowledge, skills and experience, however gained, does the role need to carry out the day-to-day responsibilities?
* How is the knowledge and experience applied?
* How often is there a need to update the knowledge and experience?

For example:-

*The characteristics and overall level of knowledge and skills which have to be most commonly applied in this role include:*

* *Understanding the organisational context, and how work fits with the priorities of the Department.*
* *Developing quality corporate services to meet departmental needs.*
* *Ability to lead, develop, motivate and manage staff.*
* *Experience of building positive working relationships with a wide range of stakeholders, both internally and externally.*
* *Working positively with colleagues, and partners to generate commitment to deliver results.*
* *Excellent communication skills, verbal and written, and have experience of preparing briefing and advice and delivering presentations.*
* *Sound understanding of financial planning, monitoring, and delivering value for money services.*
* *Ability to meet deadlines.*

**Contacts and Communications**

This factor measures the contacts and communications which the role has to have with people inside and outside the organisation to carry out the job effectively. It seeks information on the level and purpose of contacts within the organisation, the rest of the public sector and with the private sector. It includes all business-related communication, whether conducted face-to-face, by telephone or in writing. **Do not include immediate work colleagues, managers or employees within the team**. Give an example of typical contact for each section. When completing this section, please consider the following:-

* Talk to and write to as part of the job?
* What type of information is exchanged?
* How do you decide what to communicate and when to communicate it?
* Who do you communicate with and why?
* Why is communication important and how often does it occur?
* What information do you typically pass on or receive?

For example:-

*Within the Organisation*

*EO2 – DP*

*This will be daily contact and will be verbal and in writing. This would be giving direction on carry out responsibilities/activities in the various aspects of work; asking for updates on work to be completed; and providing advice. It might also include advice and direction on first drafting submissions on work updates/performance/results on progress or answering specific case requests by senior officials and/or Ministers.*

**Problem Solving**

This factor measures the demands and challenges of the role and the skills required to tackle and solve the problems and issues arising. It includes analysis, judgement, initiative and original thought as well as the size, scale, depth and breadth of the problems and the involvement of other people in their solution.

There are 2 sections for completion.

Fact Finding and Analysis

Give examples of the type of problems encountered, their frequency and how these are resolved. Consider the extent to which initiative, originality and creativity is used in solving the problems and give examples:-

* What are examples of typical problems and what do you need to do about them?
* How often does this type of problem occur e.g. on a daily or monthly basis?
* How are the problems identified, investigated and solved?
* What sort of scale are they on and how complex?
* What are the depth and breadth of the thinking challenge involved?
* What options are considered and how is the best course of action selected?

Initiative, Originality and Creativity

For initiative, originality and creativity please consider the following and give examples:-

* Does the role need to generate new or creative approaches, i.e. how much independent and original thought is required to deal effectively with the problems?
* Does the role act in isolation, as part of a team or manage other people to develop solutions?
* Do the problems affect individuals, small teams, and other teams across the organisation or external customers?
* Is there existing legislation, guidance or precedent, or is the role required to modify an existing approach?

**Decision Making – Own Decisions**

This factor looks at the types of decisions taken directly by the role-holder without reference to others further up the management chain, and the influence the role needs to have on the decisions taken by others. Do not include decisions which are taken by others, for example, expenditure counter-signed by a more senior manager.

When completing this section, please consider the following and give examples:-

* What authority does the role have to make decisions without the agreement of others?
* How are typical decisions made by the role and what are the results of making them?
* Who else is involved in making the decisions and what contribution does the role make?
* How regularly are these types of decisions made?
* Who or what do they impact and over what timescale?
* Do decisions affect individuals, small teams, and other teams across the organisation or external customers?
* Are there existing practices, procedures and guidelines (operational/procedural manuals or guidance documents) which help you resolve problems or do deal with and resolve problems which set new precedents?

**Decision Making – Advising Other & Types of Decisions**

This factor looks at decisions which will require the approval of others yet have input from the role-holder i.e. putting forward proposals or recommendations for senior managers to consider and decide upon. When completing this section, please consider the following and give examples:-

* What decisions are made where you have an advisory capacity?
* What is the level of influence your input or advice has in the decision making process?
* What is the level of decision you influence?

**Autonomy**

This factor judges the extent to which the work of a role-holder is managed by others and the degree to which the role is bound by rules, regulations and precedent. It relates to the freedom of action allowed to the role. When completing this section, please consider the following and give specifics:-

* How well defined is the role. Does it follow established working practice?
* To what extent is the work checked or reviewed by more senior employees?
* How far is the role defined in terms of legislation, guidelines, codes or other written instructions?
* How far is the role defined in terms of practice or precedent? For example, have similar tasks been done before and can that work be used to point the way forward?
* How far is the role defined in terms of policy, for example is the line to take established?
* What authority does the role have to make decisions without the agreement of others?

**Management of Resources**

This factor looks at the responsibility for managing budgets and equipment, leading the work of others and managing and reporting on the work of others. This section is divided into three sub-factors.

**Financial Resources**

This section looks at whether the role-holder has a budget, or operates a delegated budget, or handles project based expenditure. It also focuses on any management of resources or items of value such as IT resources or equipment. When completing this section, please consider the following:-

* Does the role hold budgetary or financial responsibility?
* Does the role have the authority to award payments/approve expenditure within delegated limits?
* Is the role accountable for any spending?
* What is the scope of the budget? Is it for a small project or across a business area?
* Does the role have any discretion on how the money is spent?

**Leadership and Team working**

This section assesses the role’s demand to motivate, lead and develop employees, and achieve objectives through others. When completing this section, please consider the following:-

* Is the role part of a team with no responsibility for leadership or does the role manage or supervise a discrete area?
* Is the role responsible for managing a project or a particular piece of work which involves co-ordinating the work of others?
* Is there a requirement to empower others or to take responsibility for team performance?
* Is it a requirement of the role to set the direction of a team or a number of teams?

**The Nature of the Management Role**

Include the total number of employees which the role manages including those directly managed, as a countersigning officer and those for whom the role is the head of the Section or Unit. When completing this section, please consider the following:-

* Does the role carry out performance management action for any employees?
* What percentage of time is spent on managing people?
* Is the role a senior team manager/leader with responsibility for teams across a large part of the organisation?
* Are the employees based in one location or on multiple sites?
* Does the role manage a multi-disciplined team?

**Impact**

This factor examines what positive impact the role will have on the team, business or organisation. This includes the impact on: internal or external relationships; revenue generation; the organisation’s image; the achievement of objectives and any other factors which may impact on the organisation/section’s performance. When completing this section, please consider the following. You should focus on key activities rather than things which only happen occasionally.

* Does the work of the role directly affect the operational targets/activities of the organisation or does it only affect those in the immediate work area?
* Does the role support and influence business delivery in and relationships with other departments or organisations.