

Sheffield City Council

Job Family Allocation



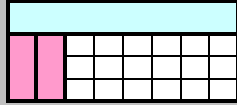
**SHEFFIELD CITY COUNCIL
Job Family Allocation
CONTENTS**

Step		Process Instructions	
1	OPTION 1	Job Family Descriptions Tool	3
	or		
	OPTION 2	Filter Table Tool	4
		Blue	6
		Green	7
		Yellow	8
		Orange	10
			12
2		Analysis tools table for job families	14
		Know matrix	15
		Know levels descriptions	16
		Skills matrix	17
		Skills matrix quadrant 1	18
		Skills matrix quadrant 2	19
		Skills matrix quadrant 3	20
		Skills matrix quadrant 4	21
		Impact matrix	22
		Relationships matrix	23
		Advising Matrix	24
3		Family Matrices	25
		Business Support	26
		Customer Engagement	27
		Environment and Operational	28
		Learning and Development	29
		Organisational Support	30
		People Care	31
		Regulatory	32
		Technical	33
4	for each sub group	Job Working Circumstances	34
		Physical Effort	35
		Physical Dexterity	36
		Working Conditions	37
		Health & Safety	38
		Emotional Context	39
Sample Record Form			40

SHEFFIELD CITY COUNCIL

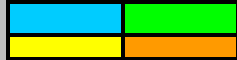
Job Family allocation process

Step 1 Use the Descriptive tool to select the Job Family chart to use

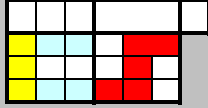


OR

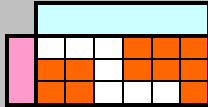
Step 1a Use the Filter Table tool to indicate Job Family chart to use



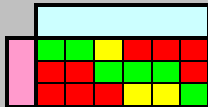
Step 1b Use chosen colour table to select appropriate job family



Step 2 Use Analysis tools to analyse the job within the selected job family



Step 3 Use Job Family Matrices to allocate the job to a role profile and check result



Sheffield City Council Job Family Allocation Descriptions Tool

Use this Descriptions Tool to allocate jobs to families by matching the predominant characteristics of the job with the descriptions and characteristics of the families on this and the following page - if there does not appear to be a clear match using this tool use the filter table tool on page 6.

	Code	Job Family	Description	Key Characteristics
1	BS	Business Support	Delivery of administration and business services to support the Council	Processes regular transactions via established Procedures Undertake regularly occurring event based duties Ongoing processes and procedures Understands and responds to real time queries
2	CE	Customer Engagement	Provision of assistance, instruction and information to groups and individuals using community facilities	Facilities reception Basic instruction Advice and support to use services, resources and community facilities Regular interface with public with 'customer' emphasis Promotion and encouragement to use facilities
3	EO	Environment and Operational	Delivery of ongoing service activities requiring specialised and vocational expertise.	Broad range of everyday work in support of Council services Vocational work in a defined field of activity Ongoing regular activities and processes to service plan Use of specialised equipment and techniques General repair, maintenance, cleaning and housekeeping
4	LD	Learning and Development	Direct development of people to build their personal capability in skills and knowledge	Assess individuals and groups development needs Design development opportunities Specification of outsourced provision Prepares and applies resources Delivers skills and knowledge development Direct interaction with client and extended relationship
5	OS	Organisational Support	Delivery of professional services to support the Council in longer term corporate planning, performance, policy and strategy	Internal focus on the business and service infrastructure of the Council to ensure effective management and proper compliance Advice and services rendered will generally be accepted as professionally authoritative and recommended practice Specialist service management knowledge Conceptual long term planning Defining implications of external influences & trends Shaping of Council response Service plans / strategies & policies Definition & management of strategic planning processes Monitoring of performance management process

Sheffield City Council Job Family Allocation Descriptions Tool

	Code	Job Family	Description	Key Characteristics
6	PC	People Care	Direct support and well-being of people to assure their protection, security and development	<ul style="list-style-type: none"> Community and user protection and care Residential, day or field Ongoing risk assessment of assignee/groups Specification of outsourced provision Individual or small group emphasis May involve personal care activities Immediate response to client situations
7	REG	Regulatory	Monitory and enforcement of prescribed regulatory areas	<ul style="list-style-type: none"> Assessment of physical or administrative situation Judgement or recommendation of infringement Advice on resolution to participant Follow-up on action taken
8	TE	Technical	Provision of services of a technical or specialist operational nature to internal and external customers	<ul style="list-style-type: none"> Delivery of authoritative technical services to meet specific request Activities tend to be event based rather than ongoing process Delivery of ongoing services in specialist or vocational work area Vocational and/or theoretical knowledge and skills in specific discipline
9	L&D	Leadership and Direction	Determination and strategic implementation of Council services, oversight and control	<ul style="list-style-type: none"> Development and planning of business policy and strategy to meet political and business requirement General planning, review and service delivery of significant financial, people and physical resources Leadership of defined service, business or technical area High impact and/or value business area

Sheffield City Council

Job Family Allocation

Filter Table Tool

The filter tables on the following pages (7 to 12) can be used to assign jobs to families where the description tool does not provide an obvious or straightforward match. They can also be used to check assignments made using the description tool.

Use the table on this page to decide which of the filter tables to use based on the primary input and output emphases of the job

Use the filter tables to assign jobs to families based on descriptions of the work done and the nature of the jobs

		Input Emphasis	
		People Building and maintaining relationships	Applying knowledge and skills
Output Emphasis	Led by an internal customer	BLUE	GREEN
	Led by an external customer	YELLOW	ORANGE

SHEFFIELD CITY COUNCIL

Job Family Allocation Filter Table Tool

JF Blue Table 1

			Nature of Job				
			Direct delivery of services	Enabling others to deliver services	Services that help run the Council	Managing large diverse teams	Strategic policy development
Key purpose	Work area	primary emphasis					
General Management	direction of a significant function		L&D	L&D	L&D	L&D	L&D
	management of many staff		Use appropriate family			L&D	L&D
	management of less than 100 staff		Use appropriate family				
Functional leadership	Council policy development	full service-wide				L&D	L&D
		Council wide				L&D	L&D
		local	Use appropriate family				
Administration	call centre	public	BS				
		internal		BS			
	public counter	benefits	BS				
		licensing	BS				
		housing	BS				
		electoral	BS				
		revenue	BS				
		one stop information	CE	OS			
		back office		BS	BS		
		administration		BS	BS	BS	
		secretarial			BS		
Business management	financial control	day to day operations		OS	OS		
	tax management	day to day operations		OS	OS		
	human resources	day to day operations		OS	OS		
	training and dev. Design & delivery	employees	LD	LD			
	legal	day to day operations		OS	OS		
	Information systems	day to day operations		OS	OS		
	procurement	day to day operations		OS	OS		
	public relations	day to day operations	OS	OS	OS		
	marketing	day to day operations		OS	OS		

This table is for assigning jobs where the primary input emphasis is on People and the primary output emphasis is led by Internal Customer.

Assign the job by matching the nature of the job, its key purpose, work area and primary emphasis. A white square provides the family code - A red square suggests another filter table should be used.

SHEFFIELD CITY COUNCIL

Job Family Allocation Filter Table Tool

JF Green Table 2 page 1

			Nature of Job				
			Direct delivery of services	Enabling others to deliver services	Services that help run the Council	Managing large diverse teams	Strategic policy development
Key Purpose	Work area	primary emphasis					
General Management	direction of a significant function		L&D	L&D	L&D	L&D	L&D
	management of many staff		Use appropriate family			L&D	L&D
	management of less than 100 staff		Use appropriate family				
Functional leadership	Council policy development	full service-wide				L&D	L&D
		Council wide				L&D	L&D
		local	Use appropriate family				
Physical	planning	everyday	REG				
		long term		OS	OS		
	maintenance	craft	EO				
		general	EO				
	installation	craft	EO				
		general	EO				
	horticulture	manual	EO				
	horticulture	design	TR				
	keeping things secure		CE	CE			
	operating plant	driving full time	EO				
		used to achieve job	EO				
		driving full time	EO	EO	EO		
	repair of buildings, roads and environ	craft	EO				
		general	EO				
	repair of vehicles		EO				
	clean	outside	EO				
	clean	inside	EO				
Catering	internal		EO				
	external		EO				
Administration	call centre	public	CE				
		internal		BS			
	public counter	benefits	CE	OS			
		licensing	CE	OS			
		housing	CE	OS			
		electoral	CE	OS			
		revenue	CE	OS			
		one stop information	CE	OS			
	back office			BS	BS		
	administration			BS	BS		
secretarial			BS				

This table is for assigning jobs where the primary input emphasis is applying knowledge and skills and the primary output emphasis is led by Internal Customer.

Assign the job by matching the nature of the job, its key purpose, work area and primary emphasis. A white square provides the family code - A red square suggests another filter table should be used.

SHEFFIELD CITY COUNCIL

Job Family Allocation Filter Table Tool

JF Green Table 2 page 2

			Nature of Job			
			Direct delivery of services	Enabling others to deliver services	Services that help run the Council	
Business management	financial control	day to day operations		OS	OS	
	direction of a significant function	day to day operations		OS	OS	
	management of many staff	day to day operations		OS	OS	
	management of less than 100 staff	day to day operations		OS	OS	
	Information systems	day to day operations		OS	OS	
	procurement	day to day operations		OS	OS	
	marketing	day to day operations		OS	OS	
Technical	inspection	environment	REG	TE		
		trading	REG			
		traffic	REG			
	regulatory	environment	REG	REG		
		trading	REG			
		parking control	REG	REG		
		traffic	REG	REG		
		Registrars	REG			
	engineering	design and build	TE	TE		
	ICT	design and build	TE	TE		
	craft		EO			
	design		TE	TE		
	maintain and restore			EO		
	planning requirements	long term		OS	OS	
	planning requirements	everyday	REG	REG		
	keeping things secure		CE	CE		
	Craft	building and repair		EO		
vehicle repair			EO			
vehicle inspection		mechanical	REG	REG	OS	
		licensing	REG	REG		
general repair and maintenance			EO			
Planning	Regeneration				OS	
	Economic				OS	
	Buildings and grounds	regeneration				OS
		maintenance		EO		EO
		regulations	REG			TE
	Regulations	Environment	REG			TE
		Building	REG			TE
	Trading	REG				

This table is for assigning jobs where the primary input emphasis is applying knowledge and skills and the primary output emphasis is led by Internal Customer.

Assign the job by matching the nature of the job, its key purpose, work area and primary emphasis. A white square provides the family code - A red square suggests another filter table should be used.

SHEFFIELD CITY COUNCIL

Job Family Allocation Filter Table Tool

JF Yellow Table 3 Page 1

			Nature of Job				
			Direct delivery of services	Enabling others to deliver services	Services that help run the Council	Managing large diverse teams	Strategic policy development
Key purpose	Work area	primary emphasis					
General Management	direction of a significant function		L&D	L&D	L&D	L&D	L&D
	management of many staff		Use appropriate family			L&D	L&D
	management of less than 100 staff		Use appropriate family				
Functional leadership	Council policy development	full service-wide				L&D	L&D
		Council wide				L&D	L&D
		local	Use appropriate family				
Catering	internal		EO				
	external		EO				
Caring for people	vulnerable people		PC	PC			
	helping others to learn		LD	LD			
	employee development		LD	OS			
	staff training		LD	OS			
	providing information		CE	OS	OS		
	administration			BS			
	use of facilities	security	CE	TE			
		reception	CE				
		effective use	CE	TE			
		maintain	EO	EO			
		repair	EO	EO			
Helping others to learn	tuition		LD				
	employee development		LD	OS			
	staff training		LD	OS			
	supporting teaching			LD			
	vulnerable people		PC	PC			
	museums/galleries		CE	TE			
	libraries		CE	CE			
	employee development		LD	OS	OS		

This table is for assigning jobs where the primary input emphasis is on people and the primary output emphasis is led by External Customer.

Assign the job by matching the nature of the job, its key purpose, work area and primary emphasis. A white square provides the family code - A red square suggests another filter table should be used.

SHEFFIELD CITY COUNCIL

Job Family Allocation Filter Table Tool

JF Yellow Table 3 page 2

			Nature of Job		
			Direct delivery of services	Enabling others to deliver services	Services that help run the Council
Administration	call centre	public	CE		
		internal		BS	
	public counter	benefits	CE	OS	
		one stop information	CE	OS	
	back office			BS	BS
	administration			BS	BS
	secretarial		BS		
Protection	keeping things secure	premises	EO	EO	
	direction of a significant function	community external areas	EO	EO	
	management of many staff	standards	EO		
	management of less than 100 staff		EO		OS
	environment	standards	REG	TE	
	trading	standards	REG		
Helping to run facilities	managing day to day use		OS	OS	OS
	facilities management		OS	OS	OS
	facilities repair and maintenance		EO		
	cleaning		EO		
	catering		EO		
	reception		CE		CE
	mailroom		BS	BS	BS
	community buildings		CE	OS	
	leisure buildings		CE	OS	
	schools administration		BS	OS	
	Council offices		CE	OS	
Regulatory	external vehicle inspection	standards	REG		
	taxi	standards	REG		
	Council vehicle inspection	maintenance/repair	REG	REG	
	environment	standards	REG		
	building control		REG		
	Trading	standards	REG		
	Registrars		REG		

This table is for assigning jobs where the primary input emphasis is on people and the primary output emphasis is led by External Customer.

Assign the job by matching the nature of the job, its key purpose, work area and primary emphasis. A white square provides the family code - A red square suggests another filter table should be used.

SHEFFIELD CITY COUNCIL

Job Family Allocation Filter Table Tool

JF Orange Table 4

			Nature of Job				
			Direct delivery of services	Enabling others to deliver services	Services that help run the Council	Managing large diverse teams	Strategic policy development
Key purpose	Work area	primary emphasis					
General Management	direction of a significant function		L&D	L&D	L&D	L&D	L&D
	management of many staff		Use appropriate family			L&D	L&D
	management of less than 100 staff		Use appropriate family				
Functional leadership	Council policy development	full service-wide				L&D	L&D
		Council wide				L&D	L&D
		local	Use appropriate family				
Advisory	technical		TE	TE	TE		
	consultancy		TE	TE	TE		
	legal		OS	OS	OS		
	leisure	administration	BS	OS			
	education	services	LD	LD			
	education	administration	BS	OS			
	benefits/revenues		BS	OS	OS		
	care /welfare	services	PC	PC	PC		
	care /welfare	administration	BS	PC			
	housing		CE	OS			
	financial		CE	OS	OS		
	local information		CE	OS			
	planning permission	status	BS	REG	OS		
	building control	standards/status	BS	REG			
	Public Relations		OS	OS			
	transport	information	CE	TE			
	roads		CE	TE			
	trading	standards	REG	REG			
	environment	standards	REG	REG			
Protection	keeping things secure	premises	EO	EO			
		community external areas	EO	EO			
	vehicle inspection	standards	REG	REG			
	environment	standards	REG	REG			
	building control		REG	REG			
	trading	standards	REG				
Regulatory	vehicle inspection	standards	REG	REG			
	taxi	standards	REG				
	environment	standards	REG	REG			
	trading	standards	REG	REG			
	building control		REG				
	Registrars		REG				
Physical	see green section						

This table is for assigning jobs where the primary input emphasis is applying knowledge and skills and the primary output emphasis is led by External Customer.
Assign the job by matching the nature of the job, its key purpose, work area and primary emphasis. A white square provides the family code - A red square suggests another filter table should be used.

Sheffield City Council

Job Family Allocation

Analysis Tools

SHEFFIELD CITY COUNCIL

Analysis tools for job family framework

Analysis Tool	Page
Knowledge	15
Skills	17
Impact	22
Relationships	23
Advising	24

Job Family	Page	Code	Primary	Secondary	Occasional	Management/ Supervision
Business Support	26	BS	Skills	Impact	Relationships	yes
					Advising	
Customer Engagement	27	CE	Knowledge	Relationships		yes
Environment and Operational	28	EO	Skills	Impact		yes
Learning and Development	29	LD	Knowledge	Impact	Relationships	yes
Organisational Support	30	OS	Knowledge	Advising	Relationships	yes
People Care	31	PCS	Knowledge	Relationships		yes
Regulatory	32	REG	Knowledge	Impact	Relationships	yes
		REG			Advising	
Technical	33	TE	Knowledge	Advising	Relationships	yes
Leadership and Direction		L&D				

From the assigned family, use the primary and secondary analysis tools. The occasional one need only be applied if needed in the family matrix.
Management/Supervision is a judgement as to whether the job has supervisory responsibilities

Sheffield City Council

Job Family Allocation

Knowledge and Skills Matrix

The Knowledge and Skills Matrices (Pages 15 to 21) can be used individually or in combination with each other. Establish a Knowledge value K1 to K8 by combining the range of knowledge required in the job from Columns 1 to 8 with the the typical learning, application and depth of knowledge from rows 1 to 8. A green square is derived directly from the GLPC Evaluation Scheme
 A yellow square provides an acceptable value that may be relatively high or low on one element of the matrix
 An Amber square does not provide a K value

				Knowledge Range							
				limited range of tasks	range of tasks	one work area/ function	specialist discipline	more than one work area/ function	more than one specialist discipline	<i>diverse range of work areas functions</i>	diverse range of specialist disciplines
				1	2	3	4	5	6	7	8
Typical Learning	Application	Knowledge depth									
1	very short	Shown	basic understanding of work	K1	K1						
2	weeks	Instructions	application of straightforward rules, procedures and techniques	K1	K2	K2	K2				
3	year	How	full practical knowledge in area of activity		K2	K3	K3	K4	K4		
4	years. Accredited practitioner	Which	detailed knowledge/skills in specialist discipline			K4	K4	K5	K5	K6	K6
5	years. Advanced practitioner		<i>high level knowledge/skills in a specialist discipline</i>			K4	K5	K5	K5	K6	K6
6	years/theory. Accredited professional status	Why	advanced high level knowledge/skills of complex nature			K5	K6	K6	K6	K7	K7
7	comprehensive understanding. Seasoned professional.		advanced high level knowledge/skills of very complex nature			K6	K6	K7	K7	K7	K7
8	in depth understanding. Professional mastery		advanced high level knowledge/skills of highly complex and diverse nature			K7	K7	K7	K7	K8	K8

SHEFFIELD CITY COUNCIL

Job Family Allocation

Knowledge and skills

Level indicators

This table provides descriptions of the type of expertise and/or Supervisory/Managerial role that may warrant the relevant K Score and can be used to check or confirm the K Score arrived at by using other matrices.

Emphasis of role contribution

	Expertise	Supervisory/Managerial
K1	Performance of straightforward practical tasks.	Not applicable
K2	Performance of a number of related procedural activities.	Basic supervisor of team undertaking similar and basic activities.
K3	Performance of a range of varied activities involving a working knowledge of the specific administrative and/or practical procedures. It is necessary to be aware of related processes.	Team leader for a team involved in a range of straightforward activities.
K4	Experienced practitioner in complex vocational field or entry level 'professional' undertaking standard applications.	Typical team leader for more complex work.
K5	Standard 'professional'. Conducts work using established principles. Subject to 'sign off' and QA. Small organisation unit manager.	Typical first line full management position.
K6	Qualified in subject area. Possibly Chartered status and making authoritative recommendations/actions. Delivers independently or with team support.	Leads service delivery team of range of skilled team members
K7	Substantial experience of applying knowledge in specialist area(s) to resolve complex issues.	Leads and directs several service delivery teams in complex service(s) area.
K8	Recognised practising expert in field. Consulted on complex technical issues.	Heads up defined complex service area.

Skills Matrix

The Skills Matrix describes the skills level equivalent to the K Score in the earlier matrices. Identify the key skill or skills and relevant skill level - in the event that more than one skill is relevant, the higher skill should be recognised. The column number is used to record the relevant skill

		Skills levelling					
		1	2	3	4	5	6
GLPC		Written	Numerical	ICT	Equipment and vehicles	Practical and business expertise	Craft and Technical expertise
K1	Learning time	Written K1 to K4 Page 18	Numerical K1 to K4	ICT K1 to K4	Equipment and Vehicles K1 to K4 Page 20	Practical and Business Expertise K1 to K4	Craft and Technical Expertise K1 to K4
K2							
K3							
K4							
K5		Written K5 to K6	Numerical K5 to K7	ICT K5 to K6		Practical and Business Expertise K5 to K8	Craft and Technical Expertise K5 to K8
K6							
K7		Written K7 to K8					
K8							
	Application						
	Knowledge depth						

Skills Matrix

Quadrant 1

GLPC	Learning time	Application	Knowledge depth	Skills levelling		
				1	2	3
			Social, Technical, Economic, Political	Written	Numerical	ICT
K1	very short. requires induction	shown what to do.	familiarity with required similar tasks after on the job experience.	Fill in straightforward forms.	Count or record things.	Use straightforward electronic tools. E.g: phone, bar code reader, ATM. Keypad data entry.
K2	weeks/ months. some working experience	works to specific Instructions.	working knowledge of different tasks. Gained through education, vocational training, on the job training and practical experience.	Basic literacy. Prepare documents using established format and provided content.	Basic numeracy. Perform basic arithmetic processes. Add, subtract, divide, multiply possibly using calculator.	Use basic software applications.E.g. word processing, predefined spreadsheets, email. Standard use of complex ICT equipment E.g.PC.
K3	many months. Moderate working experience.	works to general procedures. Determines how to do the work.	comprehensive practical knowledge of related activities or relatively complex work systems. Gained through education, vocational training, on the job training and practical experience.	Fully developed literacy. Write documents requiring preparation and development of content. Interpret technical maps and/or drawings.	Perform general maths including decimals, fractions, ratios, mechanical alignments and basic statistics. Interpret technical maps and/or drawings. Maintaining and keeping ledgers.	Regular and extended use of a range of standard software. E.g: competent secretarial use of Word, full presentations in Powerpoint, Excel spreadsheets with standard formulae and techniques. Use of straightforward macros, advanced tools. ECDL
K4	years. Practical. Extended period of experience.	Determines which process or option to use.	Technical and/or specialist. Practical/principles and appreciation of underlying theory. Advanced knowledge gained through education, vocational training, on the job training and practical experience.	Writes material within general guidelines covering a wide range of specialist content.	Intermediate numerical analysis/ bookkeeping. Choose tools and techniques using statistics, formulae and accounting rules.	Use advanced software packages and develop procedures, tools and programs involving complex macros, consolidations, linkages and layouts.

Skills Matrix

Quadrant 2

GLPC	Learning time	Application	Knowledge depth	Skills levelling		
				1	2	3
			Social, Technical, Economic, Political	Written	Numerical	ICT
K5	years. Theory and practice. Significant period of relevant working experience.	Understands why it works and best methods to use.	Technical, specialist and in depth theoretical knowledge. Further advanced knowledge gained through education, vocational training, on or off the job training and practical experience.	Writes independently on technical, business or service issues requiring understanding and knowledge of the practical theory and underlying issues.	Advanced numerical analysis, financial accounting. Choose and create tools and applications.	Set up and support extensive computer services requiring understanding of applications, alternative packages, and interfaces with networks.
K6	years. Theory and practice. Considerable period of relevant working experience.	Identifies and recommends what needs to be done. Contributes to internal consideration of operational implications.	Specialist expert in principles and theory. Extensive technical, specialist and theoretical knowledge. Both breadth and depth of further knowledge gained through education, vocational training, on or off the job training and practical experience.	Write material that explain complex or controversial issues or concepts.	Specialist in-depth analysis, research, complex taxes and economic forecasting.	Theoretical and practical knowledge of the effective application of ICT in organisations.
K7	years. Substantial period of relevant working experience.	Determines local objectives for operational or technical or external responses to emerging issues.	Complex range of knowledge within a discipline or knowledge across range of disciplines		Comprehensive knowledge of one or more accounting, actuarial, science, engineering practices and theory that involve complex mathematics and numerical systems.	
K8	years. Extensive period of relevant working experience.	Contributes to the strategic assessment and preparation for operational or technical or external changes occurring at functional or corporate level.	Complex range of operational or functional issues across range of disciplines			

Skills Matrix

Quadrant 3

GLPC	Learning time	Application	Social, Technical, Economic, Political Knowledge depth	Skills levelling		
				4	5	6
				Equipment and vehicles	Practical and business expertise	Craft and Technical expertise
K1	very short. requires induction	shown what to do.	familiarity with required similar tasks after on the job experience.	Use of everyday tools and equipment found in the normal course of working life. (E.g: kettle, stationery, office furniture, cleaning materials, basic hand and powered tools, general industrial equipment).	Performance of straightforward practical tasks.	Performance of straightforward practical tasks involving basic hand and powered tools and equipment associated with the type of work.
K2	weeks/ months. some working experience	works to specific Instructions.	working knowledge of different tasks. Gained through education, vocational training, on the job training and practical experience.	Use of general vocational work equipment. (E.g: advanced hand and powered tools, complex office machinery, specialist industrial equipment, light specialised motorised equipment, motor car/van).	Performance of a number of related procedural activities.	Performance of a number of related practical activities involving standard tools and equipment associated with the type of work.
K3	many months. Moderate working experience.	works to general procedures. Determines how to do the work.	comprehensive practical knowledge of related activities or relatively complex work systems. Gained through education, vocational training, on the job training and practical experience.	Operation and adjustment of a specialised machine with a number of inter-related controls, where the combined adjustments made are critical to the effective control and efficiency of the outputs.	Performance of a range of activities involving established work routines and procedures. Understanding the work of others performing related processes.	Performance of a full range of activities involving the integration of several procedures to build, install or repair structures and equipment. Formally trained knowledge of the established techniques and extensive practice is required.
K4	years. Practical. Extended period of experience.	Determines which process or option to use.	Technical and/or specialist. Practical/principles and appreciation of underlying theory. Advanced knowledge gained through education, vocational training, on the job training and practical experience.	Operation and adjustment of plant or machines with a several inter-related controls, which must be balanced and co-ordinated in a system of sequential stages and where the combined adjustments made are critical to the effective control and efficiency of the unit.	Performance of a wide range of activities involving a full working knowledge of specific administrative and/or advanced practical processes and procedures. Full understanding of associated processes.	Performance of a range of activities involving the integration of complex procedures to build, install or repair structures and equipment. Formally trained knowledge of the established techniques developed over an extended time of tuition and practice is required.

Skills Matrix

Quadrant 4

				Skills levelling		
				4	5	6
GLPC	Learning time	Application	Knowledge depth	Equipment and vehicles	Practical and business expertise	Craft and Technical expertise
K5	years. Theory and practice. Significant period of relevant working experience.	Understands why it works and best methods to use.	Technical, specialist and in depth theoretical knowledge. Further advanced knowledge gained through education, vocational training, on or off the job training and practical experience.		Performance of a range of activities requiring a theoretical and practical foundation of administrative and/or advanced specialist processes. Familiar with all aspects of the job. Knowledge of broad range of related jobs and organisational activities.	Performance of a range of activities requiring a basic theoretical and/or deep practical foundation of a substantial practical discipline or range of related disciplines.
K6	years. Theory and practice. Considerable period of relevant working experience.	Identifies and recommends what needs to be done. Contributes to internal consideration of operational implications.	Specialist expert in principles and theory. Extensive technical, specialist and theoretical knowledge. Both breadth and depth of further knowledge gained through education, vocational training, on or off the job training and practical experience.		Work of a complex nature requiring detailed and diverse knowledge in range of work areas or advanced knowledge in a few specialist work areas.	Work of a complex nature requiring detailed and diverse knowledge in range of technical work areas or advanced technical knowledge in a few specialist work areas.
K7	years. Substantial period of relevant working experience.	Determines local objectives for operational or technical or external responses to emerging issues.	Complex range of knowledge within a discipline or knowledge across range of disciplines		Takes professional lead in a defined complex area to achieve operational objectives or provide expert advice in a supporting function.	Takes professional lead in a defined technical area to achieve defined design or project outcomes and provide expert advice in a technically specialist area.
K8	years. Extensive period of relevant working experience.	Contributes to the strategic assessment and preparation for operational or technical or external changes occurring at functional or corporate level.	Complex range of operational or functional issues across range of disciplines		Directs the activities in a range of complex operational or functional disciplines to achieve longer term objectives.	Directs the activities in a range of complex technical disciplines to assure design or project outcomes and required expert advice in a technically specialist area.

Sheffield City Council Job Family Allocation Impact Matrix

The Impact Matrix arrives at an Impact Value or M Score (M1 to M10) by combining the impact range (columns 1 to 6) with the level of discretion enjoyed by the job and the application of that discretion (Rows 1 to 7).

		Impact Range					
		1	2	3	4	5	6
		Immediate and quickly known	noticeable on part of a service area or delivery and effect on an individual	significant implications on a service area or delivery and effect on several individuals	significant effect on a service area or delivery to many individuals	major consequences for a service area, the Public or organisations	major policy and delivery consequences across substantial part of Council or large number of external recipients
		Apparent and correctable			High inertia to direction change		
		Short term		Medium term		Long term	
		Localised impact			Extensive Impact		
Application	Discretion	M1	M2	M3	M4	M5	M6
1	select 1	Clearly defined rules and procedures					
2	select from choice	Clear choice from known alternatives					
3	select best from many	Open choice within guidelines					
4	devise solution	Extrapolates beyond current practice and precedent					
5	determine standards	Decides service standards, procedure and practice					
6	direct service area	Leadership of policy and implementation in significant service area					
7	direct broad or several service areas	Leadership of policy and implementation in whole service area or several significant parts of service areas					

The planning requirement anticipates forward thinking over a three year horizon or more. It is not the length of time required to implement a plan or project.

Sheffield City Council Job Family Allocation Relationships Matrix

			People Management						
			1	2	3	4	5	6	7
				assist	supervise	supervise	manage	manage	direct
			minimal	team members	team	team or teams	variable teams	major sub-unit	complete unit
Influence	Nature	Outcomes	indicative size	<16	>=16	<16	16-50	>50	
1	courtesy	Non contentious	straightforward	R1	R2				
2	assistance	regular & routine information	well established, sometimes not straightforward	R2	R2	R3	R4		
3	explanation of relatively complex, new information	frontline service support and advice	precedent. Identify and initiate action	R3	R3	R4	R5		
4	specialist/professional advice, guidance, persuasion	frontline advice	assessment of requirement. Decide service provision	R3	R4	R4	R5	R5	R6
5	explanation of complicated information	complex/contentious	localised decisions	R3	R5	R5	R6	R6	R7
6	persuasion through clear evidence	complex/contentious	significant implications for contact or service		R5	R6	R7	R8	R8
7	persuasion to adopt difficult actions	complex/contentious	substantial implications for contact or Council		R6	R7	R7	R8	R9
8	persuasion to adopt complex and very difficult actions	recognised strategic influence	major implications for contact. Substantial impact on resources		R7	R8	R8	R9	R9

90401

Assist	Provide ongoing advice about the way to do the work
Supervise	Allocate, control and supervise standards. Basic everyday discipline.
Manage	Set longer term requirements, obtain, allocate and control resources.
Direct	Establish objectives for service. Determines resources.

'explanation'	includes research, interview and investigation
'advice, guidance, persuasion'	includes supportive/informal counselling
'complicated'	multi-facated/multi-layered information

Sheffield City Council Job Family Allocation Advising Matrix

The Advising Matrix arrives at an Advising Value or A Score (A1 to A10) by combining the level of creativity and innovation (columns 1 to 7) with the level of influence enjoyed by the job and the nature and outcomes of the advice offered by the job (Rows 1 to 8)

			Creativity and innovation						
			Limited opportunity	Routine procedures	Interpret existing procedures	Interpolate processes within guidelines	Extrapolate processes/policy beyond guidelines	Develop significant new policy in range of distinct areas	Strategic development across distinct Council areas
			1	2	3	4	5	6	7
Influence	Nature	Outcomes							
1	courtesy	Non contentious	A1	A1					
2	assistance	regular & routine information	A1	A2	A3				
3	explanation of relatively complex, new information	frontline service support and advice	A2	A3	A3	A4			
4	specialist/professional advice, guidance, persuasion	frontline advice	A2	A3	A4	A4	A5		
5	explanation of complicated information	complex/contentious			A5	A5	A6	A7	
6	persuasion through clear evidence	complex/contentious				A6	A7	A8	A8
7	persuasion to adopt difficult actions	complex/contentious					A7	A8	A9
8	persuasion to adopt complex and very difficult actions	recognised strategic influence						A9	A10

90401

'explanation'	includes research, interview and investigation
'advice, guidance, persuasion'	includes supportive/informal counselling
'complicated'	multi-faceted/multi-layered information

Sheffield City Council

Job Family Allocation Family Matrices

Job Family Matrix	Page
Business Support	26
Customer Engagement	27
Environment and Operational	28
Learning and Development	29
Organisational Support	30
People Care	31
Regulatory	32
Technical	33

Sheffield City Council Business Support

Impact Matrix	Knowledge and Skills											
	K1	K2		K3		K4		K5	K6		K7	K8
						Supervisor	Manager		Manager	Manager	Manager	
			Adv > 1		Adv > 2			Rel >R4		Rel >R5		
M1	BS1	BS1.5	BS2	BS2.5	BS3							
M2	BS1	BS1.5	BS2	BS2.5	BS3	BS3.5						
M3				BS2.5	BS3	BS3.5	BS4S					
M4						BS4A	BS4S					
M5						BS4A	BS4S	BS5				
M6							BS4S	BS5	Org Supp	BS6	Org Supp	Org Supp
M7								BS5	Org Supp	BS6	Org Supp	Org Supp
M8								BS5	Org Supp	BS6	Org Supp	Org Supp
M9										BS6	Org Supp	Org Supp
M10												

SHEFFIELD CITY COUNCIL

Customer Engagement

Interpersonal	Knowledge										
Relations	K1	K2	K3		K4		K5		K6	K7	K8
				Supervisor		Supervisor		Manager	Manager	Manager	Manager
R1	CE1	CE1									
R2	CE2	CE2	CE3	CE4S	CE4A		CE5A				
R3		CE2	CE3		CE4A	CE4SM	CE5A				
R4						CE4SM	CE5S	CE5S	CE6		
R5								CE5S	CE6		
R6									CE6	CE7	
R7										CE7	
R8										CE7	CE8
R9											CE8
R10											L&D

Sheffield City Council Environment and Operational

100428

Impact Matrix	Knowledge												
	K1	K2		K3			K4		K5		K6	K7	K8
		Supervisor		Supervisor			Supervisor		Manager		Manager		
		Rel>R1		Rel>2			Rel>3		Rel>R4		Rel>R2	Rel>R4	Rel>R5
M1	EO1	EO2A	EO2S	EO3A	EO3S								
M2	EO1	EO2S	EO2S	EO3A	EO3S	EO3.5S							
M3				EO3A	EO3S	EO3.5S		EO4S					
M4					EO3.5S	EO4S	EO4A	EO4S	EO4S	EO4S	EO4.5		
M5							EO4A	EO4S	EO4.5	EO4.5	EO5		
M6							EO4A	EO4S	EO4.5	EO4.5	EO5	EO5	
M7							EO4A	EO4S		EO4.5	EO5	EO5.5	
M8										EO4.5	EO5	EO5.5	EO5.5
M9											EO5	EO6	EO6
M10												EO6	L&D

Plant Operators

	K1	K2		K3	
		Supervisor		Supervisor	
		Rel>R1		Rel>2	
M1					
M2			EO2S	EO3A P	EO3S P
M3				EO3A P	EO3S P

Sheffield City Council Learning & Development

Impact Matrix	Knowledge												
	K1	K2	K3		K4		K5		K6		K7		K8
				Influencer		Supervisor		Manager		Manager		Manager	
				Rel>=R3		Rel > R4		Rel >R4		Rel>R4	Rel >R4	Rel >R9	
M1	LD1	LD2	LD2.5										
M2	LD1	LD2	LD2.5	LD3	LD3.5								
M3		LD2.5	LD3	LD3.5	LD3.5	LD5	LD6A	LD6S	LD7A				
M4			LD3	LD3.5	LD4	LD5	LD6A	LD6S	LD7A	LD7S	LD7S		
M5					LD4	LD5	LD6A	LD6S	LD7A	LD7S	LD8		
M6					LD4	LD5	LD6A	LD6S	LD7A	LD8	LD8		
M7										LD8	LD9	LD10	
M8										LD9	LD9	LD10	LD10
M9											LD10		LD10
M10													L&D

Sheffield City Council Organisation Support

90401

Advisory Matrix	Knowledge											
	K1	K2	K3	K4		K5		K6		K7	K8	
					Supvisor		Supvisor	Advisor	Manager			
			Rel < R3		Rel >R3		Rel >R4		Rel > R6	Rel >R7		
A1	BS1	OS1										
A2	BS1	OS1	OS2	OS2								
A3			OS2	OS3A	OS3S							
A4					OS3S	OS4A	OS4S					
A5						OS4A	OS4S					
A6							OS4S	OS5A				
A7								OS5A	OS5BP	OS5S	OS6	OS6
A8								OS5A	OS5BP	OS5S	OS6	OS6
A9											OS6	L&D
A10												L&D

SHEFFIELD CITY COUNCIL

People Care

90401

Interpersonal Relations	Knowledge												
	K1	K2		K3		K4		K5		K6		K7	K8
					Supervisor		Supervisor		Manager		Manager	Manager	Manager
			Imp > 1				Rel > 3						
R1	PC1	PC1.5	PC2										
R2	PC1	PC1.5	PC2	PC2.5									
R3		PC2	PC2	PC2.5	PC3	PC4A		PC4.5		PC5A			
R4					PC4A	PC4A	PC4S	PC4.5	PC5S	PC5A	PC6S	PC6A	
R5					PC4S	PC4S	PC4S	PC5S	PC5S	PC5A	PC6S	PC6A	
R6											PC6S	PC7	PC7
R7												PC7	PC7
R8												PC7	PC7
R9												PC8	PC8
R10												PC8	L&D

Sheffield City Council Regulatory

Impact Matrix	Knowledge											
	K1	K2		K3	K4		K5		K6		K7	K8
			Influencer		Supervisor		Manager		Manager	Manager	Manager	
			Adv >A1		Rel >R3		Rel >R3		Rel>R4	Rel >R5	Rel>R8	
M1		REG1										
M2		REG1	REG1.5	REG2 /2P	REG3S							
M3		REG1.5	REG1.5	REG3A	REG3S	REG4A						
M4				REG3S	REG3S	REG4A	REG4S					
M5						REG4A	REG4S					
M6						REG4A			REG5S			
M7								REG5A	REG5S			
M8								REG5A	REG5S	REG6		
M9										REG6	REG6	
M10										REG6	L&D	

Sheffield City Council Technical

Advisory	Knowledge										
	K1	K2	K3	K4	K5		K6		K7		K8
						Manager		Manager		Manager	Manager
						Rel >R2		Rel >=R4		Rel >=R5	Rel >=R6
A1		TE1	TE1.5								
A2		TE1	TE2	TE2.5	TE3A						
A3			TE2	TE2.5	TE3A	TE3S					
A4					TE3.5A	TE3.5S	TE4A	TE4S			
A5					TE3.5A		TE4A	TE4S	TE5A	TE5S	
A6									TE5A	TE5S	
A7									TE5A	TE6	TE6
A8										TE6	TE6
A9										TE6	L&D
A10											L&D

Sheffield City Council

Job Family Allocation

Job Working Circumstances

Job Working Circumstances are used to differentiate between jobs that occupy the same role profile and enjoy different working circumstances. There are three elements:

Working Conditions		Physical Demands		Work Context	
Level		Physical Effort	Physical Dexterity	Health & Safety	Emotional Context
1					
2					
3					
4					
5					
6					
7					

Level

Use the higher level
Max Level

Use the higher level
Max Level

Five considerations to produce three factor levels

Sheffield City Council Working Conditions

1	Work normally performed in a heated, lit and ventilated indoor environment; may be exposed to occasional noise or outside conditions
2	
3	Work includes significant elements of inside or outside work involving some exposure to moderate noise, heat, cold, disagreeable or difficult surroundings/conditions
4	
5	Majority of work performed outside involving exposure to all weather conditions or exposure inside or outside to considerable noise or dirty or difficult or disagreeable and unpleasant surroundings/ conditions
6	
7	Working continuously outside involving exposure to all weather conditions or exposure inside or outside to continuous noise or work in dirty or very disagreeable and unpleasant surroundings/conditions

This matrix combines, the extent of exposure to adverse weather, noise or disagreeable conditions. Levels 1, 3, 5 and 7 are derived precisely from the GLPC Job Evaluation Scheme. Green Square Values signify a direct application of the GLPC scheme - White Square Values are also acceptable.

The matrix considers the exposure to disagreeable or unpleasant working conditions present in the physical environment. The matrix combines the most adverse of Weather, Noise and Conditions from the columns on the left with the period of exposure to establish a level from the scoring matrix

			Period of exposure			
			Occasional	Significant	Majority	Continuous
Adverse Weather	Noise	Conditions				
Normal	occasional	occasional	1	2	3	4
moderate	moderate	moderate	2	3	4	5
	considerable	disagreeable	3	4	5	6
all		very disagreeable	4	5	6	7

Sheffield City Council

Physical Effort

This element works in combination with Physical Dexterity - The higher of the two elements is used to arrive at an overall value

1	Work requiring normal physical effort
2	
3	Work requiring normal physical effort with periods of sustained effort; or normal physical effort occasionally in awkward postures; or prolonged effort in a constrained position
4	
5	Work requiring substantial physical effort with short periods of intense physical effort; or normal physical effort regularly in awkward postures.
6	
7	Work regularly requiring intense physical effort; or lengthy periods of substantial physical effort in awkward postures.

This matrix combines, the period of activity, amount of constraint and awkwardness with the amount of effort involved. Levels 1, 3, 5 and 7 are derived precisely from the GLPC Job Evaluation Scheme. Green Square Values signify a direct application of the GLPC scheme - White Square Values are also acceptable. A Red Square does not produce a value in this matrix

Effort	Period of activity								
	short periods			regular periods			lengthy periods		
	occasional			regular			prolonged		
	Normal	constrained	awkward	Normal	constrained	awkward	Normal	constrained	awkward
Normal	1	2	3	1	3	5	1	3	5
sustained	3	4	5	3	5	7	3	4/5	6
substantial	4	5	6	5	7		5	6	7
intense	5	6	7	7					

Sheffield City Council Physical Dexterity

This element works in combination with Physical Effort - The higher of the two elements is used to arrive at an overall

1	Work requires minimal precision and speed in the use of dexterity, co-ordination and/or senses; or moderate precision in the use of these skills.
2	
3	Work mainly requires moderate precision and speed in the use of dexterity, co-ordination and/or senses or considerable precision in the use of these skills.
4	
5	Work mainly requires considerable precision and speed in the use of dexterity, co-ordination and/or senses or high demands for precision in the use of these skills.
6	
7	Work mainly requires high demands for precision and speed in the use of dexterity, co-ordination and/or senses or very high demands for precision in the use of these skills.

This Table considers the level of precision and speed required in a job. The table combines the requirements for precision and speed with the levels required. Red squares do not produce values in this table

Level	Requirement		
	For precision	For precision with some speed	Equal for precision and speed
Minimal	1	1	1
Moderate	1	2	3
	2	3	4
Considerable	3	4	5
	4	5	6
High	5	6	7
	6	7	
Very High	7		

Sheffield City Council Physical Dexterity Examples

Descriptor	Example
LIMITED or MINIMAL	controlling a pencil or pen, or using push button controls on a machine, power tools or a piece of equipment
MODERATE	precision of hands, arms, possibly feet and eyes is required to undertake the relevant tasks, for example, using a spanner, hammer or screwdriver, for controlling a brush, mop, vacuum cleaner, trolley or similar tools or equipment, or to load a dishwasher
CONSIDERABLE	precision of fingers, hands, arms, possibly feet and eyes is required to undertake the relevant tasks, for example, use of a strimmer, use of a chisel or fine paintbrush, use of a knife to peel or chop vegetables, exact control of tools or equipment, for example, to work on delicate plant, machinery or equipment; or where there is restricted access.
HIGH	precision where exact positioning of fingers, hands, arms, possibly feet and eyes is important in undertaking the relevant tasks, for example, in the use of tools or equipment for intricate or detailed work such as calibration, setting or measuring other tools or equipment
VERY HIGH	precision where exact positioning of fingers, hands, arms, possibly feet and eyes is crucial in undertaking the relevant tasks, e.g. using laser equipment

Sheffield City Council Working Context

Working Context reflects the exposure to Health and Safety and distressing or emotional situations Levels 1, 3, 5 and 7 are derived precisely from the GLPC Job Evaluation Scheme. Green Square Values signify a direct application of the GLPC scheme - White Square Values are also acceptable. The elements are used in combination and the higher value of either Health and Safety or Emotional Context is used.

Health and Safety

1	Work involves minimal risk to personal injury, illness or health problems arising from the environment or the public/clients.
2	
3	Work potentially involves some risk to personal safety or injury, illness or health problems arising from the environment or the public/clients.
4	
5	Work involves moderate risk to personal safety or injury, illness or health problems arising from the environment or the public/clients.
6	
7	Work potentially involves a substantial risk to personal safety or injury, illness or health problems arising from the environment or the public/clients.

Emotional Context

Work related exposure to distressing or emotional situations is unlikely or rare.
Work may incur regular occasions relating to distressing situations of a generally non physically traumatic nature or occasional working in socially difficult places.
Work will anticipate regular and frequent exposure to situations involving others in an highly, emotionally distressed state or frequent working in socially difficult places or exposure to some physical trauma to others.
Work will expect significant exposure to situations involving others in an highly, emotionally distressed state or everyday working in socially difficult places or exposure to significant serious physical trauma to others.

These Tables consider the potential risk to health and general well being of illness and injury, emotional as well as physical inherent in the job, including abuse, aggression and risk of injury from the public. The tables assume that appropriate assessments of risk have been undertaken and hazardous conditions avoided or reduced as far as practicable.

Risk	Level
Minimal	1
	2
Some	3
	4
Moderate	5
	6
Substantial	7

Risk	Level
Unlikely/Rare	1
	2
Regular	3
	4
Frequent	5
	6
Significant	7

Date

SHEFFIELD CITY COUNCIL JOB FAMILY ALLOCATION

Code

Allocators

Advisors

Group Reference

List all posts in this group below

Step 1. Assign

Job Family

Step 2. Analysis

KNOWLEDGE Page 15

Blue Column

or

SKILLS Page 17

Column

K	
---	--

Rose Row

IMPACT Page 22

Blue Column

M	
---	--

Rose Row

RELATIONSHIP Page 23

Blue Column

R	
---	--

Rose Row

ADVISING Page 24

Blue Column

A	
---	--

Rose Row

Supervisory Role

Y	N
---	---

Step 3. Allocate

PROFILE

Group Reference Post numbers of jobs grouped together (continue overleaf if required)

SHEFFIELD CITY COUNCIL JOB FAMILY ALLOCATION RECORD

Page 2 Job Working Circumstances

Sub Group	Working Conditions	Physical Demands										Work Context																																																																																															
		Physical Effort										Phys Dex			H &S	Emot' Dem																																																																																											
		1	2	3	4	1	2	3	4	5	6	7	1	2	3	1	2	3	4	5	6	7																																																																																					
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>3</td><td>4</td><td>5</td><td>6</td></tr> <tr><td>4</td><td>5</td><td>6</td><td>7</td></tr> </table>	1	2	3	4	2	3	4	5	3	4	5	6	4	5	6	7	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>2</td><td>3</td><td>1</td><td>3</td><td>5</td><td>1</td><td>3</td><td>5</td><td></td><td></td><td></td></tr> <tr><td>3</td><td>4</td><td>5</td><td>3</td><td>5</td><td>7</td><td>3</td><td>4/5</td><td>6</td><td></td><td></td><td></td></tr> <tr><td>4</td><td>5</td><td>6</td><td>5</td><td>7</td><td></td><td>5</td><td>6</td><td>7</td><td></td><td></td><td></td></tr> <tr><td>5</td><td>6</td><td>7</td><td>7</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table>	1	2	3	1	3	5	1	3	5				3	4	5	3	5	7	3	4/5	6				4	5	6	5	7		5	6	7				5	6	7	7									<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>1</td><td>1</td></tr> <tr><td>1</td><td>2</td><td>3</td></tr> <tr><td>2</td><td>3</td><td>4</td></tr> <tr><td>3</td><td>4</td><td>5</td></tr> <tr><td>4</td><td>5</td><td>6</td></tr> <tr><td>5</td><td>6</td><td>7</td></tr> <tr><td>6</td><td>7</td><td></td></tr> <tr><td>7</td><td></td><td></td></tr> </table>	1	1	1	1	2	3	2	3	4	3	4	5	4	5	6	5	6	7	6	7		7			<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td></tr> <tr><td>2</td></tr> <tr><td>3</td></tr> <tr><td>4</td></tr> <tr><td>5</td></tr> <tr><td>6</td></tr> <tr><td>7</td></tr> </table>	1	2	3	4	5	6	7	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td></tr> <tr><td>2</td></tr> <tr><td>3</td></tr> <tr><td>4</td></tr> <tr><td>5</td></tr> <tr><td>6</td></tr> <tr><td>7</td></tr> </table>	1	2	3	4	5	6	7
1	2	3	4																																																																																																								
2	3	4	5																																																																																																								
3	4	5	6																																																																																																								
4	5	6	7																																																																																																								
1	2	3	1	3	5	1	3	5																																																																																																			
3	4	5	3	5	7	3	4/5	6																																																																																																			
4	5	6	5	7		5	6	7																																																																																																			
5	6	7	7																																																																																																								
1	1	1																																																																																																									
1	2	3																																																																																																									
2	3	4																																																																																																									
3	4	5																																																																																																									
4	5	6																																																																																																									
5	6	7																																																																																																									
6	7																																																																																																										
7																																																																																																											
1																																																																																																											
2																																																																																																											
3																																																																																																											
4																																																																																																											
5																																																																																																											
6																																																																																																											
7																																																																																																											
1																																																																																																											
2																																																																																																											
3																																																																																																											
4																																																																																																											
5																																																																																																											
6																																																																																																											
7																																																																																																											
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>3</td><td>4</td><td>5</td><td>6</td></tr> <tr><td>4</td><td>5</td><td>6</td><td>7</td></tr> </table>	1	2	3	4	2	3	4	5	3	4	5	6	4	5	6	7	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>2</td><td>3</td><td>1</td><td>3</td><td>5</td><td>1</td><td>3</td><td>5</td><td></td><td></td><td></td></tr> <tr><td>3</td><td>4</td><td>5</td><td>3</td><td>5</td><td>7</td><td>3</td><td>4/5</td><td>6</td><td></td><td></td><td></td></tr> <tr><td>4</td><td>5</td><td>6</td><td>5</td><td>7</td><td></td><td>5</td><td>6</td><td>7</td><td></td><td></td><td></td></tr> <tr><td>5</td><td>6</td><td>7</td><td>7</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table>	1	2	3	1	3	5	1	3	5				3	4	5	3	5	7	3	4/5	6				4	5	6	5	7		5	6	7				5	6	7	7									<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>1</td><td>1</td></tr> <tr><td>1</td><td>2</td><td>3</td></tr> <tr><td>2</td><td>3</td><td>4</td></tr> <tr><td>3</td><td>4</td><td>5</td></tr> <tr><td>4</td><td>5</td><td>6</td></tr> <tr><td>5</td><td>6</td><td>7</td></tr> <tr><td>6</td><td>7</td><td></td></tr> <tr><td>7</td><td></td><td></td></tr> </table>	1	1	1	1	2	3	2	3	4	3	4	5	4	5	6	5	6	7	6	7		7			<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td></tr> <tr><td>2</td></tr> <tr><td>3</td></tr> <tr><td>4</td></tr> <tr><td>5</td></tr> <tr><td>6</td></tr> <tr><td>7</td></tr> </table>	1	2	3	4	5	6	7	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td></tr> <tr><td>2</td></tr> <tr><td>3</td></tr> <tr><td>4</td></tr> <tr><td>5</td></tr> <tr><td>6</td></tr> <tr><td>7</td></tr> </table>	1	2	3	4	5	6	7
1	2	3	4																																																																																																								
2	3	4	5																																																																																																								
3	4	5	6																																																																																																								
4	5	6	7																																																																																																								
1	2	3	1	3	5	1	3	5																																																																																																			
3	4	5	3	5	7	3	4/5	6																																																																																																			
4	5	6	5	7		5	6	7																																																																																																			
5	6	7	7																																																																																																								
1	1	1																																																																																																									
1	2	3																																																																																																									
2	3	4																																																																																																									
3	4	5																																																																																																									
4	5	6																																																																																																									
5	6	7																																																																																																									
6	7																																																																																																										
7																																																																																																											
1																																																																																																											
2																																																																																																											
3																																																																																																											
4																																																																																																											
5																																																																																																											
6																																																																																																											
7																																																																																																											
1																																																																																																											
2																																																																																																											
3																																																																																																											
4																																																																																																											
5																																																																																																											
6																																																																																																											
7																																																																																																											
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>3</td><td>4</td><td>5</td><td>6</td></tr> <tr><td>4</td><td>5</td><td>6</td><td>7</td></tr> </table>	1	2	3	4	2	3	4	5	3	4	5	6	4	5	6	7	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>2</td><td>3</td><td>1</td><td>3</td><td>5</td><td>1</td><td>3</td><td>5</td><td></td><td></td><td></td></tr> <tr><td>3</td><td>4</td><td>5</td><td>3</td><td>5</td><td>7</td><td>3</td><td>4/5</td><td>6</td><td></td><td></td><td></td></tr> <tr><td>4</td><td>5</td><td>6</td><td>5</td><td>7</td><td></td><td>5</td><td>6</td><td>7</td><td></td><td></td><td></td></tr> <tr><td>5</td><td>6</td><td>7</td><td>7</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table>	1	2	3	1	3	5	1	3	5				3	4	5	3	5	7	3	4/5	6				4	5	6	5	7		5	6	7				5	6	7	7									<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>1</td><td>1</td></tr> <tr><td>1</td><td>2</td><td>3</td></tr> <tr><td>2</td><td>3</td><td>4</td></tr> <tr><td>3</td><td>4</td><td>5</td></tr> <tr><td>4</td><td>5</td><td>6</td></tr> <tr><td>5</td><td>6</td><td>7</td></tr> <tr><td>6</td><td>7</td><td></td></tr> <tr><td>7</td><td></td><td></td></tr> </table>	1	1	1	1	2	3	2	3	4	3	4	5	4	5	6	5	6	7	6	7		7			<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td></tr> <tr><td>2</td></tr> <tr><td>3</td></tr> <tr><td>4</td></tr> <tr><td>5</td></tr> <tr><td>6</td></tr> <tr><td>7</td></tr> </table>	1	2	3	4	5	6	7	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td></tr> <tr><td>2</td></tr> <tr><td>3</td></tr> <tr><td>4</td></tr> <tr><td>5</td></tr> <tr><td>6</td></tr> <tr><td>7</td></tr> </table>	1	2	3	4	5	6	7
1	2	3	4																																																																																																								
2	3	4	5																																																																																																								
3	4	5	6																																																																																																								
4	5	6	7																																																																																																								
1	2	3	1	3	5	1	3	5																																																																																																			
3	4	5	3	5	7	3	4/5	6																																																																																																			
4	5	6	5	7		5	6	7																																																																																																			
5	6	7	7																																																																																																								
1	1	1																																																																																																									
1	2	3																																																																																																									
2	3	4																																																																																																									
3	4	5																																																																																																									
4	5	6																																																																																																									
5	6	7																																																																																																									
6	7																																																																																																										
7																																																																																																											
1																																																																																																											
2																																																																																																											
3																																																																																																											
4																																																																																																											
5																																																																																																											
6																																																																																																											
7																																																																																																											
1																																																																																																											
2																																																																																																											
3																																																																																																											
4																																																																																																											
5																																																																																																											
6																																																																																																											
7																																																																																																											
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>3</td><td>4</td><td>5</td><td>6</td></tr> <tr><td>4</td><td>5</td><td>6</td><td>7</td></tr> </table>	1	2	3	4	2	3	4	5	3	4	5	6	4	5	6	7	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>2</td><td>3</td><td>1</td><td>3</td><td>5</td><td>1</td><td>3</td><td>5</td><td></td><td></td><td></td></tr> <tr><td>3</td><td>4</td><td>5</td><td>3</td><td>5</td><td>7</td><td>3</td><td>4/5</td><td>6</td><td></td><td></td><td></td></tr> <tr><td>4</td><td>5</td><td>6</td><td>5</td><td>7</td><td></td><td>5</td><td>6</td><td>7</td><td></td><td></td><td></td></tr> <tr><td>5</td><td>6</td><td>7</td><td>7</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table>	1	2	3	1	3	5	1	3	5				3	4	5	3	5	7	3	4/5	6				4	5	6	5	7		5	6	7				5	6	7	7									<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>1</td><td>1</td></tr> <tr><td>1</td><td>2</td><td>3</td></tr> <tr><td>2</td><td>3</td><td>4</td></tr> <tr><td>3</td><td>4</td><td>5</td></tr> <tr><td>4</td><td>5</td><td>6</td></tr> <tr><td>5</td><td>6</td><td>7</td></tr> <tr><td>6</td><td>7</td><td></td></tr> <tr><td>7</td><td></td><td></td></tr> </table>	1	1	1	1	2	3	2	3	4	3	4	5	4	5	6	5	6	7	6	7		7			<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td></tr> <tr><td>2</td></tr> <tr><td>3</td></tr> <tr><td>4</td></tr> <tr><td>5</td></tr> <tr><td>6</td></tr> <tr><td>7</td></tr> </table>	1	2	3	4	5	6	7	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td></tr> <tr><td>2</td></tr> <tr><td>3</td></tr> <tr><td>4</td></tr> <tr><td>5</td></tr> <tr><td>6</td></tr> <tr><td>7</td></tr> </table>	1	2	3	4	5	6	7
1	2	3	4																																																																																																								
2	3	4	5																																																																																																								
3	4	5	6																																																																																																								
4	5	6	7																																																																																																								
1	2	3	1	3	5	1	3	5																																																																																																			
3	4	5	3	5	7	3	4/5	6																																																																																																			
4	5	6	5	7		5	6	7																																																																																																			
5	6	7	7																																																																																																								
1	1	1																																																																																																									
1	2	3																																																																																																									
2	3	4																																																																																																									
3	4	5																																																																																																									
4	5	6																																																																																																									
5	6	7																																																																																																									
6	7																																																																																																										
7																																																																																																											
1																																																																																																											
2																																																																																																											
3																																																																																																											
4																																																																																																											
5																																																																																																											
6																																																																																																											
7																																																																																																											
1																																																																																																											
2																																																																																																											
3																																																																																																											
4																																																																																																											
5																																																																																																											
6																																																																																																											
7																																																																																																											
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>3</td><td>4</td><td>5</td><td>6</td></tr> <tr><td>4</td><td>5</td><td>6</td><td>7</td></tr> </table>	1	2	3	4	2	3	4	5	3	4	5	6	4	5	6	7	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>2</td><td>3</td><td>1</td><td>3</td><td>5</td><td>1</td><td>3</td><td>5</td><td></td><td></td><td></td></tr> <tr><td>3</td><td>4</td><td>5</td><td>3</td><td>5</td><td>7</td><td>3</td><td>4/5</td><td>6</td><td></td><td></td><td></td></tr> <tr><td>4</td><td>5</td><td>6</td><td>5</td><td>7</td><td></td><td>5</td><td>6</td><td>7</td><td></td><td></td><td></td></tr> <tr><td>5</td><td>6</td><td>7</td><td>7</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table>	1	2	3	1	3	5	1	3	5				3	4	5	3	5	7	3	4/5	6				4	5	6	5	7		5	6	7				5	6	7	7									<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>1</td><td>1</td></tr> <tr><td>1</td><td>2</td><td>3</td></tr> <tr><td>2</td><td>3</td><td>4</td></tr> <tr><td>3</td><td>4</td><td>5</td></tr> <tr><td>4</td><td>5</td><td>6</td></tr> <tr><td>5</td><td>6</td><td>7</td></tr> <tr><td>6</td><td>7</td><td></td></tr> <tr><td>7</td><td></td><td></td></tr> </table>	1	1	1	1	2	3	2	3	4	3	4	5	4	5	6	5	6	7	6	7		7			<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td></tr> <tr><td>2</td></tr> <tr><td>3</td></tr> <tr><td>4</td></tr> <tr><td>5</td></tr> <tr><td>6</td></tr> <tr><td>7</td></tr> </table>	1	2	3	4	5	6	7	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td></tr> <tr><td>2</td></tr> <tr><td>3</td></tr> <tr><td>4</td></tr> <tr><td>5</td></tr> <tr><td>6</td></tr> <tr><td>7</td></tr> </table>	1	2	3	4	5	6	7
1	2	3	4																																																																																																								
2	3	4	5																																																																																																								
3	4	5	6																																																																																																								
4	5	6	7																																																																																																								
1	2	3	1	3	5	1	3	5																																																																																																			
3	4	5	3	5	7	3	4/5	6																																																																																																			
4	5	6	5	7		5	6	7																																																																																																			
5	6	7	7																																																																																																								
1	1	1																																																																																																									
1	2	3																																																																																																									
2	3	4																																																																																																									
3	4	5																																																																																																									
4	5	6																																																																																																									
5	6	7																																																																																																									
6	7																																																																																																										
7																																																																																																											
1																																																																																																											
2																																																																																																											
3																																																																																																											
4																																																																																																											
5																																																																																																											
6																																																																																																											
7																																																																																																											
1																																																																																																											
2																																																																																																											
3																																																																																																											
4																																																																																																											
5																																																																																																											
6																																																																																																											
7																																																																																																											